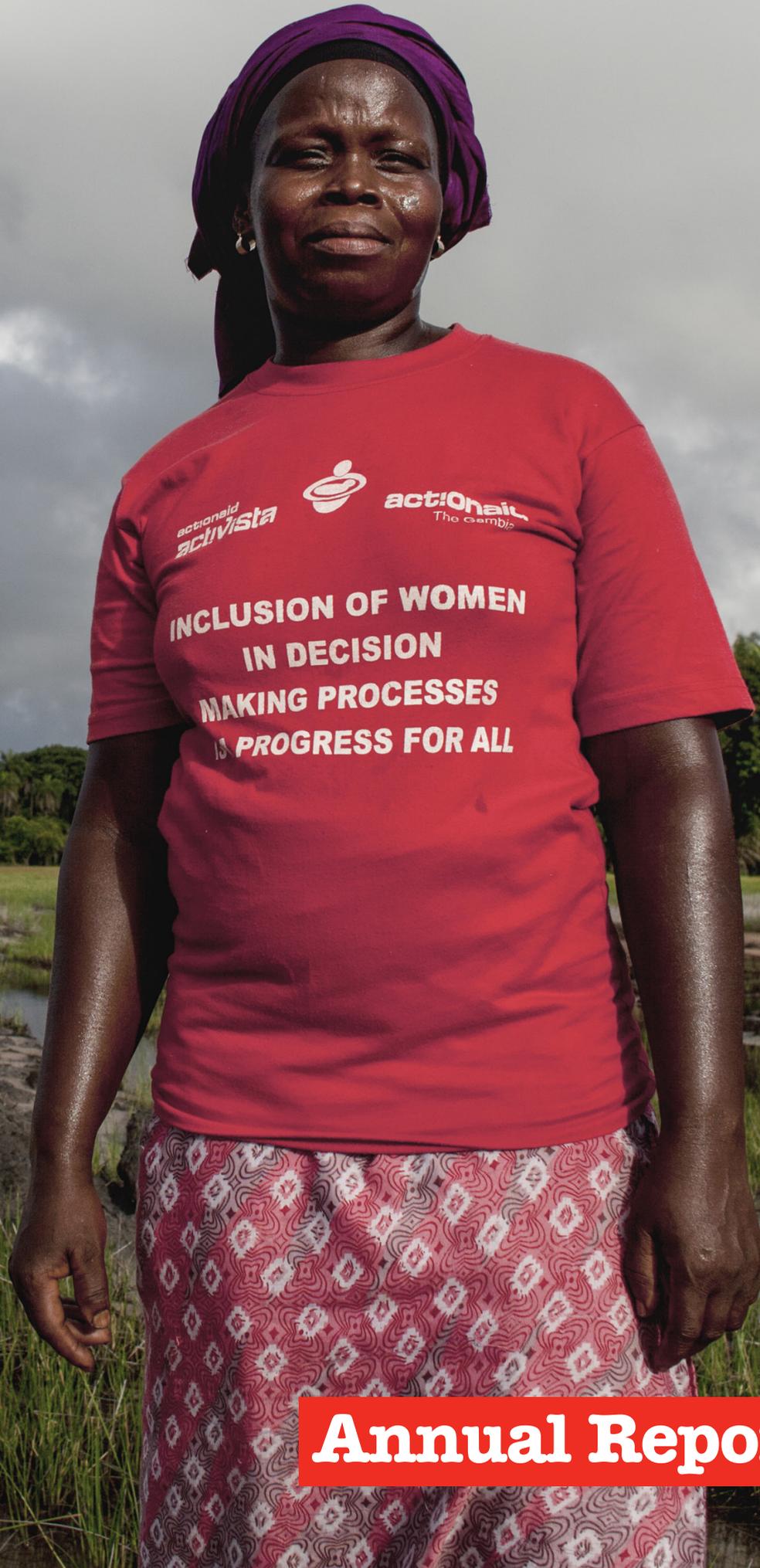


**act:onaid**



**Annual Report 2015**

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Front cover:

**Binta Fadera stands alongside the Juffureh dyke, in the north of The Gambia, which was built by ActionAid partner Agency for the Development of Women and Children to help local people cope with climate change.**

Photo: Jane Hahn/ActionAid

**ActionAid Nepal's Women's Rights coordinator, Malati Maskey, takes part in recovery work in Khokhana, an area badly affected by the country's earthquake.**

Photo: Vlad Sokhin/ActionAid



# Message from the Chair & CEO

This year women and men living in poverty continued to mobilise for their rights despite the volatile mix of disasters, militarism, conflict and economic displacement that left many of the world's poorest people more vulnerable than ever. Inequality continued to rise, characterised by many of the states in which we work, serving the interests of rich elites and powerful multinational corporations while performing poorly in protecting, promoting and respecting their citizens' rights. Women continued to experience exclusion and rights violations as a result of deepening fundamentalism and patriarchy, and a development model that further exploits them, while young people continued to bear the brunt of 'jobless growth'.

In this difficult context, women and men living in poverty did not lose hope. The world saw people mobilise in traditional and new ways to claim their rights and build alternatives. The climate movement grew, with the result that there was progress on mitigation and adaptation at the climate agreement in Paris (though the agreement did not meet the expectations of those affected most by climate change – the poorest and most vulnerable). ActionAid played an important role, leading in areas such as funding for measures to help people adapt to climate change, and strengthening collective work through the Climate 8 alliance, which brings together environment and development organisations. We also supported the deepening of Climate Resilient Sustainable Agriculture (CRSA) through farmer-to-farmer exchange, farmer field schools, use of demonstration plots, training of farmer groups, and extension agents. This was accompanied by advocacy support to influence public policies in favour of smallholder farmers.

Our work on women's access to land enabled women's movements to ensure increased control over land and other natural resources for almost 80,000 women, and with ActionAid's support, people living in rural areas actively resisted land grabs by multinational companies from Cambodia to Senegal and Tanzania. Our report on the land grab in Bagamoyo, Tanzania led to significant supporter mobilisation and contributed to the withdrawal of a donor agency from a project that threatened the livelihoods of poor communities whose land was set to be taken by a Swedish company. Our continued mobilisation and engagement also contributed to the European Parliament proposal to limit the use of land-based biofuels in Europe at 7% of the fuel used in transport, because of their detrimental social and environmental impacts in the global south – including land grabs.



**Nyaradzayi  
Gumbonzvanda**  
Chair,  
ActionAid  
International Board

Photo: ActionAid



**Adriano  
Campolina**  
Chief Executive,  
ActionAid  
International

Photo: David San Millan Del Rio/  
ActionAid

We increased our influence and visibility through activities at key external events such as the World Social Forum in Tunis, the Financing for Development Summit in Addis Ababa, the Sustainable Development Goals summit in New York, the Paris Climate Summit and the Nairobi Trade Talks – all of which contributed to networking and alliance building. Our engagement at the Financing for Development Summit helped ensure governments from the global south pushed for progressive global corporate tax reform to sustainably fund the world's development aspirations.

We partnered with African governments to challenge developed countries on the need for a global tax body and played a role in helping develop and secure support for the *Mbeki Panel Report on Illicit Financial Flows*, which sets out the actions needed to tackle tax dodging. Our tax justice campaign in many countries helped change national laws to tackle tax loopholes and enabled us to come together with others to call for a new global tax system.

Meanwhile, our work on democratic governance at local and national levels also progressed, with strong alliance building resulting in advocacy for better services and an emphasis on gender responsive public services across several countries. We also played an influential role in shaping a progressive and inclusive agenda for the Education 2030 Sustainable Development Goal (SDG) and Framework for Action – including placing domestic financing and tax justice on the radar of global education debates.

We shared experiences and tactics across many countries on how to tackle the trend of shrinking political space for citizens to claim their rights and freedoms. In countries where ActionAid or partners suffered threats, we worked in alliance with others and continued to confront the repressive attitudes by states that are increasingly captured by powerful interests. ActionAid co-led the Progressive Alliance – a growing coalition of non-governmental organisations including Amnesty, Greenpeace, International Trade Union Confederation and Oxfam who are committed to challenging issues such as shrinking political space, rising inequality, climate change and women's rights. We will continue our role as convenor and strengthen this alliance in 2016.

With our support, women worldwide mobilised to denounce violence against women, unpaid care work and the gender pay gap. On International Women's Day we successfully launched our Safe Cities for women campaign in 35 cities across 20 countries worldwide – women in particular are at risk from attacks and harassment due to poor lighting, dark streets, dangerous public transport and inadequate policing in urban areas. Already we have seen some local public policy achievements in countries such as Vietnam.

**As you read  
this report,  
please keep in  
mind that this  
work is about  
our passionate  
and committed  
teams  
across the  
Federation, the  
partners and  
communities  
that work  
tirelessly to  
fight poverty  
and injustice,  
and our friends  
and allies who  
accompany us.**

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During 2015 ActionAid responded to 27 new and five ongoing emergencies, including a response to the refugee crisis on the Greek island of Lesbos and in Jordan. We also responded to the devastating earthquake in Nepal, where our work reached over 8,000 families, and continued our responses in the Philippines and in Vanuatu. In all instances we emphasised women's rights, local partners and accountability.

Our total global income was €243 million in 2015, an increase of 6% on 2014 performance and 2% ahead of plans. Institutional and high value income streams continued to grow, with official funding increasing 23% from the start of this strategy and now representing 35% of our total annual income. But despite this, the funding context for the Federation continued to be challenging. The global picture for supporter marketing was down against 2015 plan targets and against 2014 performance. ActionAid Greece was deeply affected by the economic crisis and later in the year the new Danish government implemented an abrupt and substantial cut to financial aid, with a huge impact on ActionAid Denmark and the Federation.

In 2015 the Federation innovated to build a strong networked Federation, deepening the impact of our work, strengthening the organisation's financial sustainability and becoming more democratic, accountable and effective. We reorganised the decision-making bodies of the Federation to ensure countries play a stronger leadership role. This included the introduction of a Federation Leadership Team and International Platforms where countries lead on making management decisions and setting the priorities for issues that affect all ActionAid countries. Through these new ways of working, we experienced greater integration of our empowerment, solidarity and campaigning work across local, national and international levels and were able to share learning from experiences across the Federation.

Given the many changes in the external and internal context, the Federation – in response to demand by members – decided to bring forward its strategy review and development, thus creating an opportunity for all of us to reshape our organisation in a way that will add the most value for the struggles of poor women and men. We believe that more than ever we need to be committed, passionate and agile to serve the communities and movements with whom we work.

As you read this report, please keep in mind that this work is about our passionate and committed teams across the Federation, the partners and communities that work tirelessly to fight poverty and injustice, and our friends and allies who accompany us. We are proud to share with you our collective achievements and learnings.

We are a people-powered organisation, dependent on the support of many hundreds of thousands of people across the globe who stand together to end poverty and injustice.

If you would like to get involved by taking action or making a donation, please visit:

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

# ActionAid at work



**Soka Susakiya Tharu is a freed Kamaiya (bonded labourer). Since being freed, she joined the ActionAid funded women's group. Here she has learned leadership and agricultural production skills, and has formed a cooperative to get a better price for her produce.**

**Who we are:** ActionAid is a global association of people working together to further human rights for all and to defeat poverty. We believe everyone has the power to create change for themselves, their families and communities. ActionAid facilitates and supports that change.

ActionAid has been fighting poverty worldwide for over 40 years. Founded in 1972 as a UK charity, it has evolved to become a truly international organisation adopting a human rights based approach (HRBA) to development, with its headquarters in South Africa. Today, we work in 47 countries in over 400 programme areas, and partnership is central to how we work. Through

child sponsorship and individual giving we link over 385,000 citizens worldwide in acts of solidarity. As of December 2015, the ActionAid Federation comprised 27 members (21 Affiliates and six Associates) and 18 Country Programmes; we also have a presence in the Arab Region and the Philippines.<sup>1</sup>

**What we do:** ActionAid works to end poverty and injustice through purposeful, individual and collective action (partnerships), led by people living in poverty, supported by those willing to stand in solidarity, and through developing and promoting alternatives and campaigns rooted in human rights. This is our ‘theory of change’.

### Table 1: ActionAid Federation members

**Affiliates:** Australia, Bangladesh, Brazil, Denmark, France, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Malawi, Netherlands, Nigeria, Sierra Leone, Sweden, The Gambia, Uganda, UK, USA

**Associates:** Mozambique, Nepal, Tanzania, Thailand, Vietnam, Zambia

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

**Presence:** Arab Region Initiative, Philippines

Key areas of work	Number of countries involved	Approximate number of partners and alliances involved
Rights to land, agricultural services and natural resources	39	4,350
Holding those with power to account	35	1,615
Strengthening rights to education for children and young people	37	1,530
Protecting rights during conflict and emergencies	26	540
Securing the rights of women and girls	42	2,430

<sup>1</sup> Affiliate Members have full membership of the ActionAid Federation and have equal powers in our General Assembly; Associate Members are members making the transition towards full Affiliate membership. Both categories are semi-autonomous interdependent entities with their own national boards and management structures. It is intended that – in time – all Associates become Affiliates; Country Programmes are legal branches of ActionAid International or ActionAid UK, and do not have their own national boards or assemblies. While their values, vision and mission are consistent with those of ActionAid International, they are not yet independent members with the rights and obligations of Associates and Affiliates; Presence: ActionAid has a presence in countries where there is no Affiliate or Associate Member, or Country Programme present, but is carrying out activities in line with our mission, either through a Member or the International Secretariat.

**How we do it:** ActionAid challenges the structural causes of poverty; we build long-term partnerships with community-based organisations and social movements to share learning and strengthen the capacity of local groups to build a formidable movement for change. With our partners and alliances we develop alternative and new ways forward; we link people and movements across the world and across issues; we connect our work locally, nationally and globally; and link our programme, policy, campaigning and fundraising work. Through our community-based child sponsorship model, an ActionAid sponsored child bears witness to the strengthening in human rights in their community and benefits from the long-term and sustainable approach of our work.

**Our work is rooted in our human rights-based approach**, which involves supporting people's empowerment to take action to change the policies and practices that deny them their rights and perpetuate poverty.

#### **Working in partnerships and alliances**

– the core principle of ActionAid's approach – encompasses our work with poor communities, partner organisations, people's organisations, social movements, donors and allies such as other international development organisations, think tanks and research organisations. It is a fundamental strategy contributing to the success of our work.

Partnership with communities means helping them analyse their situation and develop solutions to bring change, while work with partner organisations helps strengthen their capacity to, for

### **Human Rights Based Approach (HRBA)**

Our human rights based approach means supporting people living in poverty to become conscious of their rights, to organise themselves to claim their rights, and to hold duty bearers<sup>2</sup> to account. We build on international human rights law, but go beyond a legal or technical approach, supporting people to analyse and confront power imbalances and taking sides with people living in poverty.

example, adopt a human rights based approach, build solidarity networks to help confront powerful institutions and increase their degree of success through campaigning and advocacy. Partnerships with social movements and people's organisations that genuinely represent their members can build greater legitimacy and pressure for change. Working in coalitions and alliances can mean that actors are more effective in campaigning and mass mobilisation than they would be alone. And relationships with academic and research institutions can help to improve our rigour and deepen the evidence base for our work.

Read on to see how our theory of change, our HRBA and values of solidarity and partnership, and our search for alternative ways forward, brought real change in 2015.

<sup>2</sup> Individuals and institutions with the obligation to respect, protect and fulfil rights. The state and its various organs, such as parliaments, local authorities and the justice system are usually the primary, or ultimate, duty bearers.

## The global context in which we worked

This year was characterised by deepening crises, from the intensification of the Syria crisis to broadening political repression around the world, and from ongoing economic downturn to the emergence of new anti-development and anti-human rights political forces.

The 2015 climate summit in Paris was billed as the most important since its failed Copenhagen predecessor in 2009. Most countries set out plans for lowering emissions, and participating governments expressed a general sense of progress. However, these plans did not amount to the kind of shift needed to save the world from climate chaos, and finance for developing countries to adapt to climate change remained woefully lacking.

There was a rapid fall in commodity prices (oil, most minerals and agricultural goods) largely because of a serious economic slowdown in China, and this – added to the threatened introduction of new austerity policies in many countries – raised fears of deepening poverty in Africa and elsewhere, with women and children likely to feel the impact first and hardest.

Looming austerity plans were matched by a surge in nationalist politics in both developed and developing countries, potentially heralding policies that may exacerbate inequalities. In the United States, inequality became a major election campaign issue, suggesting that concern about the concentration of power and resources in the hands of a few has become a serious global political issue. Many governments, both developed and developing, further restricted the operations of

non-governmental organisations (NGOs) and civil society, to the extent that ‘shrinking space’ for political engagement became a global problem.

In a positive development, citizens and movements across the world are mobilising to demand changes to the economic system, particularly on the issue of tax regulation. Even some of the world’s billionaires agreed that the global economic system needs reform, and that people like themselves should be paying more tax. Campaigners used these statements to effectively rebut politicians who continued to support benefits for the wealthy.

The number of people seeking refuge from the conflict in Syria rose to over five million, putting pressure on resources in neighbouring countries and creating political and humanitarian crises for countries in the European Union.

Foreign assistance became a target of newly elected governments in Europe. Once-reliable donor countries such as Finland and Denmark substantially cut their aid budgets (whether because of political or media pressure, or using money designated for overseas assistance for refugee services at home) – the latter having severe impacts on ActionAid. In many countries, restrictions on civil rights became stricter and more common, as did restrictions on funding for civil society organisations.

Over the past few years conflicts and disasters across the globe have been increasing, resulting in a significant increase in the number of refugees, migrants and internally



**An aid worker, dressed in a wet suit to allow him to help steer the refugee boat onto the beach in Lesvos, carries a girl from the boat onto dry land. The refugee crisis in Lesvos is ActionAid's first emergency response in Europe, which focused on women's rights as refugees.**

Photo: Karin Schermbrucker/ActionAid

displaced people. The United Nations Office for the Coordination of Humanitarian Assistance (OCHA) reported that the rising scale of crises, the humanitarian sector's collective inability to resolve protracted disasters and the interplay of new global challenges – such as water scarcity, climate change, food-price volatility and rapid urbanisation – have led to a global deficit in the operational and financial capacity of governments and humanitarian organisations to respond.

The new Sustainable Development Goals approved in September by all UN member states created a solid platform for strengthening the struggles for democracy and equality, but developing countries are unlikely to achieve them if the huge amounts of potential corporate tax revenues lost through tax incentives, and the use of aggressive tax avoidance and evasion techniques, continue. Tax justice is a struggle that remains central to ActionAid's agenda.

Education in government schools is now under massive threat from aggressive privatisation. At its last World Congress the global federation of teachers' unions – Education International – expressed the need to address the growing threat of low-cost private schools, in which education is seen as an opportunity for companies to make profit, particularly in Africa, Asia and Latin America. But this year movements fought back, most vividly in the protracted 'Fees Must Fall' university protests in South Africa.

The privatisation of public services such as education, water provision and healthcare is a particular threat to women, as privatisation of these services makes them yet more expensive and inaccessible, creating a double burden on women which is particularly evident when it comes to unpaid care work. This severely limits the amount of time available to women to participate fully and equally in decision-making and leadership in their communities and beyond.

To challenge this, women and women's movements continued to organise and advocate for their rights and those of their communities, often in hostile environments and amidst real threats to their lives and wellbeing. Women human rights defenders continued to face increasing intimidation and attack by both state and non-state actors. We continued to see extensive rights violations – including violence and discrimination in access to work, healthcare, schooling and other public services – in relation to lesbian, gay, bisexual, transgender and intersex populations (LGBTI). But despite this, we saw the emergence of new human rights formations willing to fight for the rights of excluded social groups; this is how social change happens.

Against this backdrop we focused our work to make the most of our resources and to remain flexible and innovative. This report is a snapshot of our successes, the challenges we faced, the lessons we learned and how we are preparing ourselves for the future.

## Organisational context

In 2015 we continued our path towards internationalisation, with the aim of creating a more democratic, networked and accountable Federation. In line with our organisational vision, a **Federation Leadership Team** was formed to involve countries in federal decisions. This representative body is made up of Country Directors, the Chief Executive Officer and Deputy Chief Executive, and has the mandate to make management decisions and set priorities for issues that affect all countries in which ActionAid works.

**International platforms** have been created to contribute to devolving power within the Federation and to galvanise country leadership. These platforms are spaces where countries and the International Secretariat come together to share and integrate their plans, make decisions on policy research, advocacy and campaign initiatives, and share learnings and experience. Countries lead on prioritising areas of focus and Country Directors play a leadership role through co-chairing all platforms. There are six platforms that provide strategic leadership on each of our five strategic areas of work and one on integrating systems across the Federation.

### Delegations

Countries undertaking a leadership role in a specific area of international work that had previously been part of the role of the International Secretariat.

An integral part of our organisational vision is the **delegation** of international work to countries that have the capacity to add the greatest value of support to our mission. By the end of 2015, nine delegations were approved by the International Board, and the following countries are now providing Federation leadership on these respective areas:

1. Organisational sustainability – ActionAid Bangladesh
2. Humanitarian response communication, funding and policy – ActionAid UK
3. Safe Cities for women campaign – ActionAid Liberia
4. Democratic governance – ActionAid Denmark
5. Disaster risk reduction policy, resilience programming and climate justice – ActionAid Bangladesh and ActionAid USA
6. Women in emergencies – ActionAid Australia
7. Strategic expansion – ActionAid Italy
8. Advancing accountability through decentralised governance systems – ActionAid Kenya
9. Enhancing accountability to disaster-affected communities – ActionAid Kenya

However, changes to the external context, including the funding environment, prompted us to revisit our organisational priorities and to make difficult operational decisions as a result of financial challenges. The combined impact of less-than-planned regular giving from mature markets and still developing new markets, the Greek crisis (with impact on countries and on flexible funds) and DANIDA's deep and sudden cuts for ActionAid Denmark was felt at all levels of the Federation. This required the timely redistribution of reduced funding between countries, and the unfortunate closure of our Nicaragua programme at the end of 2015.

Since the start of our current strategy – *People's Action to End Poverty* – in 2012, we have seen huge changes in the external context affecting poverty, the funding environment, and a real need for organisational agility. To enable the organisation to effectively respond to the changing context, at the end of 2015 the International Board decided to accelerate our strategy development with a view to enabling profound debate and potential deep changes. As per the Board decision, in 2016 ActionAid will be engaging in a process of reviewing the current strategy and developing a new strategy that will guide the organisation's work from 2017 onwards.

**An integral part of our organisational vision is the delegation of international work to countries that have the capacity to add the greatest value of support to our mission.**

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# ActionAid's Impact in 2015

This section provides a brief overview of where ActionAid has contributed to achieving change through our campaigning, advocacy and programme work. In many cases this was done alongside other actors, including local partners (with whom most of our work is implemented) and with a variety of other partners, alliances and social movements at local, district, national, and international levels.

## Key International Opportunities

In 2015, we highlighted three international opportunities where we committed to work together as a Federation at a particular time in a focussed way to maximise our ability to influence. Focussing our efforts as a Federation at particular times enables us to harness our collective strength and respond to key issues emerging from our external environment. Key international opportunities in 2015 included:

- The United Nations Sustainable Development Summit in New York where the new Sustainable Development Goals were set.
- The United Nations Climate Conference, known as COP21 (Conference of Parties 21st meeting in Paris), a critical meeting to conduct negotiations among countries to combat climate change.
- World Social Forum in Tunis – an annual meeting of civil society organisations that rally against the concentration of wealth and power in the hands of the few.

Our contributions to these key influencing moments are highlighted throughout the report.

**Hawa Jammeh surrounded by soil saturated with salt in the village of Nema Kunku, The Gambia. This is a common impact of climate change along the west coast of Africa, leading to abandonment of rice fields. ActionAid partner Agency for the Development of Women and Children has built a dyke to flush the soil and prevent further inundation - an example of the adaptation measures ActionAid campaigned for at the COP21 climate talks in Paris.**

Photo: Jane Hahn/ActionAid



## Emerging areas of work

Our commitment to learn from our experiences and respond to changes in the external environment led us to identify and engage with new areas of work. In particular we strengthened our work on inequality, because of its links to women's rights, labour, migration, climate change, public services, tax justice and shrinking political space. Highlights from our emerging areas of work include:

### Shifting power and inequality

As part of our struggle to challenge inequality and more equally distribute the global economic, social and political power currently concentrated in the hands of a few, ActionAid International Secretariat joined hands with Association for Women's Rights in Development (AWID), CIVICUS, Greenpeace and Oxfam in creating the Progressive Alliance. The chief executives of these civil society organisations issued a joint statement on the need to challenge the power of the 'one percent'. This statement will underpin our common objective – to achieve equality and realisation of all human rights in a way that involves those whose rights are currently denied.

To deepen this alliance, International Trade Union Confederation (ITUC), Oxfam and ActionAid held a joint panel event at the United Nations General Assembly (UNGA) in New York, and all organisations met at the Paris climate meeting to plan further collaboration from 2016, expanding the involvement of other organisations.

### Climate change

This year our advocacy work highlighted how the climate crisis is driven by inequalities of power and wealth, as poor communities in developing countries have to bear the biggest impacts and costs of changes in climate that are not of their making. At the United Nations Climate Conference (COP21) in Paris this year, the Head of the Group of 77<sup>3</sup> mentioned several times how the group had used ActionAid reports to formulate its position at the conference. We were also able to gain and facilitate access for other non-governmental organisations to key negotiators.

**As part of our struggle to challenge inequality and more equally distribute the global economic, social and political power currently concentrated in the hands of a few, ActionAid International Secretariat joined hands with Association for Women's Rights in Development (AWID), CIVICUS, Greenpeace and Oxfam in creating the Progressive Alliance.**

<sup>3</sup> A loose coalition of developing nations designed to promote its members' collective economic interests and create an enhanced joint negotiating capacity in the United Nations. There were 77 founding members of the organisation, but by November 2013 the organisation had expanded to 134 member countries.

ActionAid France helped mobilise a 10,000-strong protest on the streets in Paris, and was involved in the protest action within the conference venue itself. Traditional and social media coverage of our work was widespread. Members of the global youth network of ActionAid Activistas – from Senegal, The Gambia, Brazil, Nigeria and Zimbabwe played a key role in COP21, sharing personal experiences of how they have been affected by climate change, and other significant issues. They conducted media interviews and connected with other youth movements, ensuring that a southern voice was part of the Conference of Youth manifesto, which was shared with the Heads of State.

### **Shrinking political space**

ActionAid and other organisations this year laid foundations for stronger networking and alliance-building on the serious issue of shrinking political space for NGOs. ActionAid International partnered with CIVICUS at an event at the World Social Forum in Tunisia; participated in various strategic forums, including in the INGO meeting in Geneva and Human Rights Defenders meeting in Ireland; and initiated contacts with the Economic Community for West African States (ECOWAS), the West Africa Civil Society Forum and the Inter-governmental Authority on Development.

Plans to build formal relations through Memoranda of Understanding (MoUs) that align with four key ActionAid Africa policy priority areas were made for 2016. Other organisations we established relationships with include: Amnesty International, Bread for the World (Germany), CIVICUS (South Africa), Greenpeace, and various national coalitions. We also increased engagement with human rights defenders' networks, women activists' groups, civil society organisation partners and social movements, and traditional security fora such as the European Interagency Support Forum.

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**ActionAid Denmark mobilised hundreds of supporters for the Climate March in Copenhagen ahead of the COP21 climate talks in Paris. About 10,000 people joined the march.**

Photo: Brian Berg/ActionAid



## Rights to land, agriculture services and natural resources

This year ActionAid supported women and indigenous groups to strengthen their control over land and natural resources, helping them adapt to climate change and call for fairer and more sustainable policies governing their food systems and natural resources.

**Over 77,000 women in 22 countries increased control over land or other natural resources.** In India, a campaign for the right to water led to a judgement to reinstate peoples' water rights and remove real estate encroachments on a lake in southern Bangalore. In the first case of its kind, sustained campaigning by ActionAid India led to more than 18,000 crores<sup>4</sup> (€2.64 billion) worth of common property resources being reclaimed across Bangalore. In Uganda and Bangladesh, women received support to access, control and own land, and to process applications and lobby local authorities.

In 2015 we continued to focus on women's training on land rights, working with smallholder farmers in Haiti, India, Tanzania and Thailand (among others) to ensure that **177,800 women were aware of their rights and entitlements.** Our Reflection-Action workshops enabled women smallholders to air concerns and views on access and ownership of land; to implement training programmes to address these issues; and to support them in their efforts to gain equal land access and natural resource opportunities.

We supported women to join together, as a result over **3,750 women's groups across 16 ActionAid countries organised to claim their rights and entitlements.** These ranged from Reflection-Action circles (rights and economic literacy groups) advocating for land in Bangladesh, to strengthening existing groups in Haiti, Mozambique and Senegal. ActionAid India and over 20 of its partners organised 1,540 new women's collectives to claim rights over land and natural resources, and economic entitlements to be able to diversify their livelihoods. These collectives have been improving food security in communities by increasing crop yields through sustainable agriculture; helping

## Federation-wide

**343,300 farmers in 26 countries** practiced climate-resilient farming methods.

**177,800 women** have a greater understanding of their rights and legal entitlements to land and natural resources or have been trained on these issues.

**77,400 women in 22 countries** gained more control of the land they farm, as well as access to water and other natural resources.

**3,750 women's groups** were trained and organised to claim their rights and legal entitlements to land.

## Reflection-Action

Inspired by Brazilian educator Paulo Freire, one of the main ways ActionAid helps people empower themselves is by working with excluded communities to help them influence decisions that affect their lives. We do this by helping them reflect on and identify the main issues that impact them, and take action to address them.

<sup>4</sup> A crore is a unit of value equal to ten million Indian rupees.

women add value to their produce by processing it; and by helping members get a better price for their produce. In The Gambia women's groups are increasingly securing land for communal farming and gardening on a permanent basis.

**ActionAid supported the deepening of climate resilient sustainable agriculture (CRSA) through farmer to farmer exchange**, facilitated by the International Food Security Networks, farmer field schools, use of demonstration plots, and the training of farmer groups and extension agents. This was complemented with advocacy support to influence public policies in favour of smallholder farmers. More than 343,000 farmers are now practicing or have been trained to practice CRSA. ActionAid also educated children and youth about the importance of CRSA in Italy, Nepal, Rwanda and Zimbabwe. ActionAid Italy has so far raised awareness about CRSA and fair food systems among more than 20,000 children and teachers. In Zimbabwe, ActionAid partner Health Education and Food Security Organisation (HEFO) engaged with youth through the Junior Farmers Club approach – to date eight farmers clubs have been formed in schools pioneering CRSA approaches in the district.

Schoolchildren in Kavre district, Nepal benefited from a pioneering practice initiated by ActionAid to develop a curriculum on sustainable agriculture. Based on a provision for government schools to develop a curriculum centred on local conditions, ActionAid Nepal partnered with local organisation, Saishik Namuna Gramin Bikash Kendra to develop this curriculum along with training sessions and teachers' guides. This is the first initiative of its kind in Nepal, and schoolchildren in 51 government schools are now learning about sustainable agriculture as a result of ActionAid's distinctive approach to working with communities.

The social benefits of CRSA – by placing women's rights at its core – have been realised in Bangladesh, Afghanistan, Ghana and Rwanda through prioritising working with women smallholders. These include the use of natural pesticides, reducing the probability of health hazards, increased opportunities for income generation, increased decision-making power at household level, improvements in household food security, and supporting children to continue their education.

**Several advocacy and influencing initiatives were undertaken by ActionAid and our partners in 2015.** Following engagement with like-minded organisations including Oxfam Novib among

### **International Food Security Networks**

**(IFSN)** is a flagship policy advocacy and networking project co-funded by the European Commission and ActionAid, comprising more than 30 national and regional food security networks. These networks combine the voices of more than 1,400 small and national-level organisations working on food security in five continents and representing more than a million people. By building solidarity through movements and networks, the IFSN aims to enable civil society groups to influence and advocate for pro-poor food security policies at local and global levels.

others<sup>5</sup> on the Global Land Indicator Initiative, we launched four policy advocacy briefs targeting the Sustainable Development Goals (SDG) process. These emphasised the need for measurable security of tenure to land and natural resources for women and marginalised communities. We continued to lobby on agriculture and land issues, and influenced several aspects of the UN Framework Convention on Climate Change (UNFCCC) negotiations. We developed a Guidance Note, sharing best practice and experience on the enhanced measurement and tracking of government expenditure for agriculture, (and its quality) in African countries. We continued to advocate for the adoption and implementation of the Tenure Guidelines<sup>6</sup> at country level to secure the land and natural resource rights of women and marginalised communities.

One of our key achievements was establishing the right to food and food sovereignty as a fundamental citizen right under Nepal's new constitution. ActionAid Nepal played an important role in this through our work with Nepal's land rights movement.

ActionAid was part of the Agriculture and Food Security Cluster of the UN-led multi-stakeholder forum that spearheaded the Sahel Humanitarian Response, developing indicators to enable effective monitoring and responses to food security issues in The Gambia. We advocated for food security responses to be gender-sensitive and for women to be included in the monitoring and response process, and for community-based information systems to act as sentinels for information gathering. We also successfully established and hosted the inaugural Agro-Ecology Working Group in The Gambia. ActionAid also signed a memorandum of understanding with the Food and Agriculture Organization (FAO) for further cooperation on food security, heralding joint projects with FAO in Haiti and South Africa.

**The Kilimanjaro initiative** – which aims to create a space for rural women to participate in decision making on issues that are important to them and affect their lives – aims to mobilise rural women from across Africa to come together and demand their rights at the foot of Mount Kilimanjaro in October 2016. This initiative was unanimously endorsed throughout ActionAid in 2015, and Rural Women's Assemblies gearing up for the event have been formed in over 12 countries.

<sup>5</sup> LANDESA, Bio Vision, IUCN, Rights and Resources, International Land Coalition, Huairou Commission, UNEP, UN HABITAT, UN WOMEN, IIED, IFAD, Forest People's Organisation, Global Witness and others.

<sup>6</sup> Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security – also known as the Tenure Guidelines – promote secure tenure rights and equitable access to land, fisheries and forests as a means of eradicating hunger and poverty, supporting sustainable development and enhancing the environment (<http://www.fao.org/nr/tenure/voluntary-guidelines/en/>).

“

I received 4.5 acres of land in Mirpur Sakro. I claimed my right to land through approaching the revenue department and conducted lobbying meetings with the Deputy Commissioner, Thatta, to discuss my issue... The formation of women-farmer groups has paved the way to mitigate the problems of women farmers.”

**Masmat,  
Pakistan**

## Supporting communities affected by pollution

### Rio La Pasión, Guatemala



**Margarita represents the case of communities affected by contamination of La Pasión River by a palm oil company.**

Photo: Inter-American Commission on Human Rights

Carmelia, from the Jungle Flower community, is just one of many affected by the activities of a palm oil company in her neighbourhood. Her source of livelihood, the La Pasión River in Guatemala, has been heavily polluted by the activities of the company, and she has experienced great emotional trauma.

“Me and the women, we found it so painful to look at. The river has become toxic. Dead crabs are floating on the surface. The water has become black and infectious, impossible to breathe around. We used to wash our clothes daily in that river. If I rinse my mouth in that water now, it burns me. What are we going to do?”

The situation escalated when Rigoberto Lima, a professor and human rights advocate, documented the ecocide and was gunned down and killed in front of the Magistrate’s Court in Sayaxché.

“We took several of the dead fish and threw it at the security guards, out of anger and helplessness,” Carmelia says. “Fifteen of us women went to cry for the river, just to let out the sheer pain. No one told us to do it – we just wanted to. We said, ‘how are we going to live our lives now?’”

The communities affected, CONDEG (National Council of Displaced Guatemalans), CONGCOOP (Coordination of NGOs and Cooperatives of Guatemala), and ActionAid Guatemala have been coordinating activities to release the information about the impact of the ecocide in the La Pasión River on the life of the communities. The organisations collaborated to send a letter to the UN Special Rapporteur on Human Rights and the Environment, to the World Compact Committee, and requested attendance at the Inter-American Commission for Human Rights by the OAS (Organization of the American States). ActionAid Guatemala trained community leaders in preparation for them to travel to Washington DC and talk about the problem. A petition against the expansion of palm oil in the country gathered 40,000 signatures and was presented to the Public Minister and the Government Minister, who were also made aware of the murder of Rigoberto Lima.

## #LandFor multi-country campaign

This year our multi-country campaign #LandFor continued to successfully challenge and reduce the government and donor incentives that are fuelling land grabs – 108,700 supporters joined us in taking action against land grabs in 2015.

We also launched a **bold report exposing a land grab in Bagamoyo, Tanzania** – where 1,300 people are being pushed off their land for a sugar cane plantation run by a Swedish-owned company. The plantation is a flagship project of the New Alliance – the G8's initiative aimed at reducing hunger and poverty in Africa. Alongside the report we submitted a petition supported by over 50,000 people in Senegal, France, Italy and the USA. We also contributed to building an international coalition with 150 other civil society organisations calling for a reform of the New Alliance and for its replacement with genuine initiatives supporting smallholder farmers. Advocacy, including intensive policy work by our Affiliate countries in Europe working with partners and the International Secretariat, contributed to the withdrawal of Swedish International Development Agency (SIDA) funding of the Bagamoyo project. The Dutch Government declared it would not join the New Alliance and the New Alliance leadership council announced that it would expand dialogue and engagement with civil society organisations. We went ahead and published our report despite strong push back from the Tanzanian government, demonstrating our boldness and commitment to championing the struggles of the poor. This is now paying off as support for the New Alliance is waning around the world. At the time of finalising this report we were informed that plans for the Bagamoyo sugar cane plantation project

was cancelled – a great achievement for the smallholder farmers.

The strong public mobilisation in Tanzania around the Bagamoyo case resulted in some positive outcomes in other land grab cases. In Senegal, for example, Senethanol gave back 10,000 hectares out of the 20,000 hectares that had been allocated to them by the state. Likewise in Cambodia, the government also stepped in to address communities' demands. ActionAid helped create national campaigning coalitions in Mozambique, the Netherlands and Sierra Leone. Our *Act on It* report was also used by a number of countries to mobilise supporters to pressure their governments to take steps to prevent land grabs.

Our continued mobilisation and engagement contributed to the European Parliament proposal to limit the use of land-based biofuels in Europe at 7% of the fuel used in transport, because of their detrimental social and environmental impacts in the global south – including land grabs. This is the first time ever that the European Union has capped its consumption for such reasons. We demanded and pushed for the creation of multi-stakeholder platforms for monitoring the implementation of the Tenure Guidelines in 2015, and nine public financial institutions committed to implement these guidelines for zero tolerance on land grabs.

One of our strengths in our #LandFor campaign has been working directly with rights' holders and affording them the space to speak and act on their own behalf, and to this end we deliberately identified and supported community leaders to become spokespersons on campaign issues.



**Fatou Sarr, 45, has five children and is struggling to feed her family. Diamniadio Island, Senegal, is experiencing severe climate change. Erratic rainfall, rising sea-levels and salinisation of the land has destroyed livelihoods, with harsh social impacts. Rice cultivation has declined, fishing and shellfish collection are in decline. ActionAid's Agro-Ecology and Resilience Project has introduced adaptation strategies to improve livelihoods.**

Photo: Clément Tardif/ActionAid

## Holding those in power to account

In 2015 we made significant efforts to make governments more accountable, transparent and decentralised, helping countries to experience improvements in public services as a result of people in poverty becoming increasingly involved in local governance.

In Mozambique, members from district platforms were included on local government councils, which led to citizens' needs being incorporated into one local government's plans. Around 3,300 people benefitted from the construction of a borehole and maternity wards following meetings between local government and communities to discuss the inclusion of water and health infrastructure in district plans and budgets.

In Zimbabwe, seven local authorities took steps that demonstrated responsiveness to residents' needs. Following social accountability meetings led by our partner, Combined Harare Residents Association (CHRA) to air corruption complaints, four officials were fired. One city council increased nurse-to-patient ratios by 15% following dialogue meetings facilitated by ActionAid and partners, while 1,500 people were provided with safe drinking water by the drilling of two boreholes by another local council following our advocacy efforts. Some successes in gender-sensitive public services in Zimbabwe include land being provided for a police post with the intention of preventing gender-based violence; Bulawayo City Council developing a gender-sensitive budget for the first time for 2016; and toilets for female vendors and shoppers being constructed in a shopping centre.

### **In various countries ActionAid participated in anti-corruption and the Right to Information coalitions** – 10 of them<sup>7</sup> were

grassroots and citizen-led efforts to tackle corruption. ActionAid Vietnam influenced information access legislation at national level, and ActionAid Zimbabwe supported women in mining to participate in regional dialogues. In India, ActionAid and partners Jai Bhim Vikas Shikshan Sansthan (JBVSS) and Prayatn Samiti took part in a campaign for accountability in governance, which used the Right to Information to gain access to land records, and income and expenditure for various committees and governance structures across Rajasthan.

## Federation-wide

**1,250** local governments in 24 countries took steps to be more transparent on tax practices.

### **40 coalitions**

ActionAid was active in 40 coalitions and campaigns on tax justice in 14 countries, providing capacity building and technical support, facilitating networking and lobbying.

### **138 community projects** were

supported to monitor unfair tax practices and the impact on public services.

<sup>7</sup> Burundi, India, Kenya, Mozambique, Nepal, Nigeria, Sierra Leone, Senegal, Uganda and the Arab Regional Initiative.

We worked to improve transparency and accountability at local level, with the aim of improving service delivery. In Kenya, we developed basic health service delivery charters in three counties – and gender-responsive school improvement plans in a further 11 – which will enable communities to hold public service providers to account. In Sierra Leone and Uganda, ActionAid increased the transparency and accountability of local governments by supporting notice boards to make budgets, plans, contracts and expenditure transparent. In 2015, this new practice reached 65 local governments in Uganda. ActionAid India set up information and support centres on community entitlements, which strengthened community members' ability to monitor the implementation of various government schemes at the grassroots level.

**We also saw governments take steps to introduce more progressive taxation systems.**

Through continued campaigning, pressure through media work, youth public engagements, informal face to face meetings with the Tanzania Revenue Authority and regional engagements, we were part of the process that led Tanzania to implement tax administration and value-added tax laws to reduce tax incentives and exemptions offered to multi-national companies. ActionAid Zambia proposed an export tax on timber, in collaboration with the Zambia Tax Platform. Additionally, Zambia's Ministry of Finance has proposed amendments to the Customs and Excise Act, including the introduction of an export duty on unprocessed wood exported by corporations.

**This year also saw countries enact reform and implement social protection policies and systems to reduce poverty, vulnerability, and to enhance resilience.** Social protection policies improved in eight countries,<sup>8</sup> and in other countries ActionAid started policy dialogues with stakeholders on social protection in relation to public

**Campaigning for economic land concession justice, Cambodia**

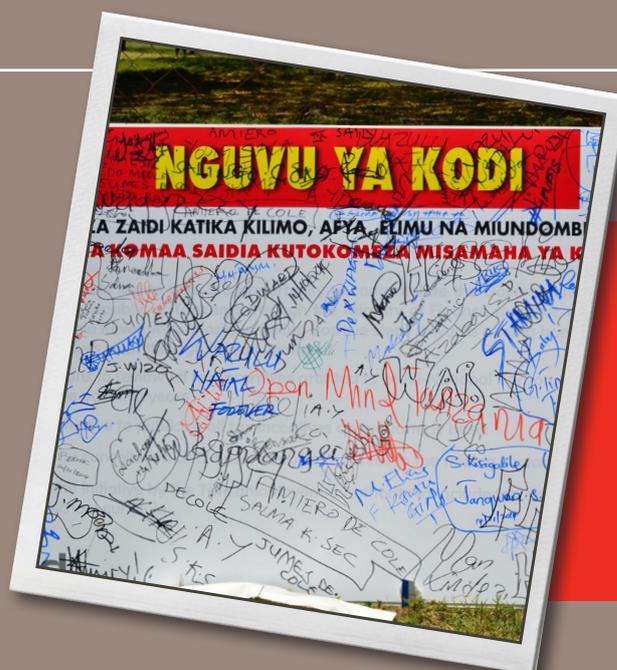
Soun Sorn is the Secretary of the Community Forestry Network in Cambodia. He is actively engaging in advocating for the rights of the people affected by Economic Land Concessions (ELCs). "Provincial authorities protect land for companies via ELC deals everywhere, so it is not difficult to mobilise communities around these issues, especially as they affect everyone," he explains. However, the problem lies not with the laws themselves, but with their poor implementation by local governments. "The law is good, but the ELC practices are not following the law. We disseminate information on the laws to the people, so they can understand them and advocate for themselves."

ActionAid's main contribution to Soun's work is through the provision of legal information materials and training. "This legal knowledge and understanding comes from ActionAid Cambodia, they are always building our capacity. Now, when provincial authorities make accusations and ask me about the law, I can answer them."

But despite recent successes and the improved legal understanding, working on these issues still carries risks. "After our campaigning forced the cancellation of an ELC business agreement I was invited to respond to accusations by the provincial authority, so at that time I had to travel with security," says Soun. ELC land grabs and compensation issues remain high on the agenda in Cambodia, and Soun is aware they will need to continue putting pressure on the government. "Now three ELC company deals have been cancelled by government, but many people affected by them have still not received compensation – we need to continue these activities ourselves."

<sup>8</sup> Brazil, India, Italy, Malawi, Nepal, Nigeria, Vietnam, and Zambia.

## Hope for increased revenue collection Tanzania



Activista youth sign petition against harmful tax incentives in the presence of the Ministry of Finance and Tanzania Revenue Authority.

Photo: ActionAid

Tanzania's tax system has for many years been characterised by poor investment policies and tax laws, lack of transparency, capital flight, tax avoidance and harmful tax incentives. As a result the Government of Tanzania has been failing to adequately fund delivery of gender-responsive, quality public services.

ActionAid Tanzania and the Tax Justice Coalition have, through the tax justice campaign, campaigned against the granting of harmful tax incentives to multinational companies, and for the payment of fair taxes by multinational companies and the raising of enough revenue to adequately finance public services.

This campaign initially faced resistance, but was ultimately successful: in January 2015, the government passed two laws, the Value Added Tax and the Tax Administration laws. Not only that, but MPs and other stakeholders were made aware of the negative impact of harmful tax incentives, ministers no longer had discretionary powers to grant tax incentives, and the Tax Administration would now be intensively monitored by the Tanzania Revenue Authority to ensure transparency.

ActionAid Tanzania took the campaign further in October 2015, when the elections presented a window of opportunity to push the agenda on using tax revenue to fund public services. In alliance, the Tanzania Revenue Authority, Tanzania Mining Agency, Parliament Public Accounting Committee agreed on the challenges posed by incentives, and how they deprived the nation of significant revenue.

The main challenges to the campaign came from the private sector, which had considerable influence over Parliament. The campaign's opponents also included the Ministry of Finance, some politicians from the ruling party, Multinational Corporations and the Tanzania Investment Centre. Despite this, however, the campaign had supporters within Parliament itself, such as the African Parliamentarians' Network Against Corruption members, and other civil society organisations, The Tanzania Tax Justice Coalition, the media (the journalists), trade unions and the public.

“

service delivery. ActionAid Nepal, India and Vietnam made efforts to spread awareness of entitlements to communities, social workers and government officials. In Nepal, our advocacy targeted people who were wrongfully excluded from existing schemes to ensure they received the benefits to which they were entitled. ActionAid Zambia worked with the Zambia Tax Platform – an alliance of seven local civil society organisations<sup>9</sup> – to engage the Ministry of Finance over its review of social protection policies and ensure that they reached more vulnerable people. As a result, from 2016, the government has significantly increased funding for the Social Cash Transfer – a scheme that aims to improve the standard of living in the most impoverished households – from 180 million Zambian kwacha (€28,700) to 302 million Zambian kwacha (€48,200). It is expected that this funding will benefit 250,000 vulnerable people.

In Uganda, ActionAid organised an ‘anti-corruption caravan’ that travelled through 13 districts in western Uganda to denounce voter bribery. Through this, ActionAid Uganda was able to mobilise over 30,000 people to hold their leaders to account by testifying against cases of mismanagement of government projects, funds and contracts. Under the banner “A vote sold is a service denied! Reject vote-buying now”, communities were able to give testimonies on how politicians were buying votes, and to commit to vote out corrupt officials. Other local rights programmes<sup>10</sup> continued to work with youth to enforce and advocate for accessibility of information and to hold leaders to account, thereby exposing corrupt government officials and contractors carrying out sub-standard work.

In Nigeria, an ActionAid project ‘Strengthening Citizens’ Engagement in Electoral Processes’ created community, local and state-level platforms for interaction between community members and state agencies involved in organising elections. Communities were supported to understand the electoral process and to mobilise citizens to participate in the elections. ActionAid Nigeria also supported 136 communities to draw up community development charters, which they will use to engage and make specific demands of public officials.

In Palestine, women lobbied international and national health agencies to secure headsets and contact lenses for children with sight and hearing disabilities, and as a result of their advocacy efforts, the health clinic – installed as part of ActionAid’s work in the village – was also equipped with a medical bed, chairs, fridge and regular check-up equipment.

Once we formed a Community Task Force, we started to demand our rights from the government.

We approached district government officials, ministerial officials and political leaders and the parliamentary committee on Housing and Land to respond to our needs. We gained local support through arranging a district forum and community sensitisation meetings which led the government officials including the Minister of Housing and Land, to hold frequent meetings with communities on how to deal with the raised grievances.”

**Mr Nawahi on the land grabs campaign in Bagamoyo, Tanzania**

<sup>9</sup> Civil Society Scaling Up Nutrition Alliance, Platform for Social Protection Zambia, Civil Society for Poverty Reduction, Centre for Trade Policy and Development (CTPD), Non-Governmental Coordinating Council, ActionAid Zambia, Save the Children In Zambia, The Jesuit Centre for Theological Reflection, The Church Council of Zambia.

<sup>10</sup> Our long-term programmes in particular communities.

# Securing social security through trade union registration Pakistan



**Alamgeer**  
talking with  
media on  
**Labour Day.**  
Photo: ActionAid

Alamgeer is a mine worker from Khushab in Punjab, Pakistan. He has seen many of his loved ones experience mine-related diseases, lack of compensation for death while at work, and bonded labour. “I’ve seen my people die in front of my eyes, and I’ve seen them unable to obtain any death claim,” he says.

In Pakistan, workers in mines are very poorly paid, with no social security benefits. Trade unions in the mining sector are weak and ineffective, while authorities favour the interests of the owners and contractors. Pakistan has not ratified the International Labour Organization’s Safety and Health in Mines Convention 1995 (No. 176), putting the lives of mine workers in danger.

Alamgeer is the part of the struggle and has been trying hard to register the mine workers union. ActionAid collaborated with partner, Anjuman Falah-e-Moshra (AFM) to form a local village organisation to support the rights of mineworkers. The mineworkers extended their support to the organisation and tried to register a union by forming labour resource centre. The centre used seminars, rallies and press conferences to develop a solid following and solidarity for their cause. Some government officials came on board and the Deputy General Secretary of the Pakistan Mineworkers Federation helped organise several meetings to highlight these issues. Media helped spread awareness on the issue.

At first it was difficult to mobilise the mine worker community, as most had no idea on how to claim their rights from mine owners. In fact, many were critical of the idea, refusing to take a stand and fight against the abuse. It was due to the awareness-raising sessions conducted by ActionAid that the general mind-set was changed - so much so that people began to hold demonstrations and protests, slowly realising their power.

This initiative brought a great change in the lives of the mine working community. Through this success more than 260 mineworkers were able to register in different social security schemes. Of these, 260 mine workers registered for Employees Old-Age Benefits Institution (EOBI), four mine workers’ families received death compensation, 46 mine workers’ children were selected for scholarship grants and all 260 mineworkers succeeded in getting their wages increased.

“The journey has been a steady climb so far,” Alamgeer says. “I’ve participated in many different seminars and trainings on the Mine Workers’ Act and other labour laws. My agenda includes lobbying for social security benefits so that we live with freedom, equal to other citizens of the state. I’ve received the training on union work management, which has enabled me to work more effectively for mine workers’ rights. Now, we plan to register the union as a Collective Bargaining Agent (CBA), which will be supported by the mine workers’ department as there is no other CBA in the union council.”

## #TaxPower multi-country campaign

ActionAid continues to fight for political change through our **#TaxPower** campaign by working at the local, national and international levels for a fairer tax system so the world's poorest people can have access to vital public services.

This year **we continued to generate evidence on the tax problem and its alternatives.**

ActionAid UK, Australia, the Netherlands, and Malawi contributed to the corporate exposé, *An Extractive Affair*, which revealed how the Australian mining company Paladin managed to cut its tax bill by US\$43 million (€35.5 million) in Malawi – enough to pay the salaries of 39,000 teachers. In November 2015, ActionAid – in collaboration with Oxfam and Christian Aid – launched a paper on responsible corporate tax practices, *Getting to Good*. This paper moves the tax debate forward – suggesting new ideas and setting out a vision for positive change. These reports received a significant media reception, and the Paladin report resulted in the Malawi government committing to look into the company's tax affairs.

ActionAid International **played a pivotal role in the Financing for Development (FFD) conference** this year – a key influencing moment for progressive global corporate tax reform to sustainably fund the world's development aspirations. Country governments praised the actions of civil society for helping to put tax justice issues on the agenda, and for playing a meaningful role in contributing to their stand against the stance of rich countries. ActionAid and civil society's media messaging was significantly used in mainstream media coverage on the outcomes of the conference. We consistently discredited rich countries' attempts to reform the global tax system without



**ActionAid UK's 'chancellor' raises awareness about tax dodging at a photocall in London.**

Photo: Mark Chilvers/ActionAid

the equal presence of developing countries – including with our *Levelling Up* report and related advocacy.

**We cemented this progress by helping to change national laws and policies to make corporate tax more progressive.** In 2015, following years of campaigning, Tanzania's new government declared free and compulsory education from primary to secondary school using domestic revenue, funded through closing tax loopholes and removing tax incentives for multinationals. We also fearlessly exposed the tax affairs of multinational extractives companies. In Zambia, the 2008 Mines and Minerals Act was amended to include clauses aimed at closing tax loopholes; and in Malawi, similar legislation was reviewed to address the regulation of tax incentives and avoidance. In Denmark, ActionAid's advocacy work resulted in a public hearing on tax treaties in parliament, where ministers made statements in support of our campaign objectives – the first time that a tax treaty between Denmark and a developing country has ever been the subject of parliamentary questions.



**Schoolgirls Shalon (centre left) and Eliza (centre right) at school in Malawi's capital, Lilongwe, hold placards calling for tax compliance by big companies so their government has the revenue it desperately needs to provide basic services such as education.**

Photo: Amos Gumulira/ActionAid

## Strengthening the rights and education of children and young people

This year saw our **Promoting Rights in Schools framework** (10 core education rights) yet more firmly embedded in communities, with results becoming ever-more visible in terms of community empowerment and communities' capacity to mobilise and challenge decision-makers to address gaps in the education system. Capacity building of staff, partners and communities on this process has resulted in increased commitment to improve the quality of education at a local level, by improving awareness and allowing these groups to develop strategies to address issues.

**Locally, we helped children, parents and school management committees empower themselves** to put school improvement plans into place. Improvements in school infrastructure (including classrooms, toilets for girls, drinking facilities), as well as better provision of teaching aids and learning materials, have been made to schools in 10 countries.<sup>11</sup> Developing school improvement plans has not only improved the performance of each school, but has also helped to provide evidence to improve local-level advocacy. In Bangladesh, Reflection-Action members and girls clubs teamed up with local journalists to monitor teacher absenteeism in a government school – and this advocacy led to the improved attendance of teachers.

In Myanmar, child sponsorship programming continued to focus on child rights and protection, including building child-friendly spaces, forming child groups/clubs, supporting Early Childhood Care and Development centres, forming night study groups, creating mini libraries and holding handicraft and creative drawing classes. Having these child spaces provides children with the opportunity to learn, and encourages education. In Rwanda, child sponsorship supported children to go to school by helping their families with the cost of school uniforms and stationery, and funding vital school maintenance to ensure buildings are safe and fit for purpose.

<sup>11</sup> Afghanistan, Democratic Republic of Congo, Ethiopia, Haiti, Malawi, Mozambique, Nepal, Nigeria, Rwanda and Somaliland.

## Federation-wide

**295,500 people** including parents, teachers and children were trained to understand education rights and how to monitor the quality of public education.

**3,200 schools in 27 countries** provided improved access to free, safe, quality education for boys and girls.

**21,800 girls** completed primary education and transferred to secondary education in 12 countries.

## Promoting rights in schools (PRS)

PRS offers a set of practical tools that can be used as a basis for mobilisation, advocacy and campaigning aimed at actively engaging parents, children, teachers, unions and communities in collectively monitoring and improving the quality of public education.

### **Globally, ActionAid played an influential role in shaping a progressive and inclusive agenda for the Education**

**2030** Sustainable Development Goal (SDG) and framework for action – including placing domestic financing/tax justice on the radar of global education debates. We actively advocated for the development goals to be anchored in a human rights framework, and presented compelling evidence from our local and national work. We developed *Democracy Watchdogs*, a publication that led to the development of online training components which was utilised by our coalition partners, Plan International, Restless Development UK, British Youth Council, and also led to the selection of four young people from the Arab Regional Initiative, Bangladesh, Liberia, and Zambia to engage in dialogue on the SDG goals and targets.

### **We advocated strongly against the privatisation of**

**education** and played a key role in organising a consortium on the issue, bringing together key players from around the world who are fighting for education as a public service and making our Right to Education Project an internationally recognised platform.

As part of the ‘Send My Friend to School’ campaign, ActionAid UK provided learning materials used by over 12,000 teachers, thereby reaching more than 500,000 children. Children sent messages to UK parliamentarians about the need for the UK government and world leaders to address the global education crisis. This project, funded by the European Union, was led by ActionAid UK, alongside other partners including Entreculturas from Spain, Save the Children Romania, ActionAid Nigeria and Greece. These learning materials deepen teachers’ knowledge and understanding of global issues and contributed to teachers’ confidence and ability in teaching about the right to education and supporting children to become active citizens. The campaign has also given children a space for self-reflection and personal engagement on global issues.

Global Citizen Education has been part of ActionAid Greece’s work since 2001. This year, the 11<sup>th</sup> annual Global Action Week for Education campaign was held with the SDGs as a theme and under the banner ‘Education in the target again’. The campaign mobilised 51,000 students and 905 participating schools, and collected students’ views on their vision for the future of education, which was delivered to the Minister of Education to feed into the SDG meetings.

### **The use of media and SMS to promote the right to education in Malawi**

The right to education based on the Promoting Rights in Schools charter was broadcast via the Malawi Broadcasting Corporation and Zodiac radio stations in the areas where ActionAid Malawi works. Members of the public fed back to ActionAid on the status of education in their respective areas via SMS. This feedback is being used for advocacy with the Ministry of Education to improve the quality of education in schools.

Through this increased media attention, ActionAid Malawi has been able to further collaborate with the Malawi Human Rights Commission, The Ministry of Education, The Ministry of Gender Children, Disability and Social Welfare, The Teachers’ Union of Malawi and other NGOs, to raise awareness on the right to education more widely.

## Back to school for 1,300 students Malawi



**Patricia Njera  
(on right)  
with a school  
friend.**

Photo: ActionAid

Patricia Njera, from Kamangeni Village in Neno, Malawi, is one of 1,300 students who benefitted from ActionAid's anti-truancy enforcement and returned to school.

"I am 24 years old – too old to be at secondary school, but thanks to ActionAid, I am here," she says.

In May 2015, ActionAid collaborated with Community Action for Sustainable Development Organisation and Neno Women's Forum to conduct a survey that revealed that 860 students had dropped out in the previous two years, and that many others had never even registered because of factors such as early marriage, child labour, migration, travelling distance, corporal punishment and lack of disability-friendly schools.

Patricia was one of these students; she had to drop out of school in 2010 due to pregnancy. "I had got married that same year. About three months after the baby was born, my husband chased me out of the house, leaving for South Africa to seek employment... I have suffered immense humiliation from having a husband who left me, and raising my daughter alone was a terrible experience."

The community had a growing concern about the rate of absenteeism, and when stakeholders saw the alarming results of the survey at a meeting, they promised to redirect resources and heavily invest in preventing it.

Village heads and advisors organised meetings to meet parents and ensure drop outs registered in September 2015. ActionAid bought school registers for each village and trained community police on how to use the registers. Each school-age child was registered, including details of the school they would be attending. The registers were kept by the community police who would periodically visit the school to monitor the children.

Following this initiative, enrolment numbers dramatically increased – head teachers suddenly found they lacked the space to accommodate all the children.

"When the Neno Women Forum invited me to go and register, I was shy first but they encouraged me during the Back to School Campaign," says Patricia. "I am excited because I will fulfil my dreams of becoming an agriculture extension worker."

**We enabled the creation of over 800 youth platforms** and saw some great innovative examples of local youth mobilisation. We mobilised over 57,500 young people to take action on issues such as tax justice, sexual and reproductive health rights, child marriage, girls' safety in schools and public spaces, and the monitoring of public service delivery and anti-corruption.

In Brazil, young people campaigned on racial justice, the right to housing for a community in the north (#ocupepassarinho), and to demand access to quality public services and women's rights. Youth in Burundi used theatre as a form of creative activism. Organised through the leadership of the provincial youth platform, this youth platform became known for its expertise and was requested to support various sensitisation activities, such as community mobilisation to fight against corruption, drug use and to participate in elections at different levels.

ActionAid Ghana continued to mobilise and strengthen youth groups to become agents of change through providing technical support and funding for a campaign for youth and women's involvement in local-level decision making. As a result of the campaign, 16 women and 11 youth in Tain district were appointed to a local decision-making body and had the chance to assertively table concerns on poverty and injustice.

Young people were also instrumental in responding to emergencies this year. During the Ebola epidemic in Liberia, young people visited various communities to share information on preventing transmission. Young people were also involved in reconstruction work after the earthquake in Nepal.

Activista networks across the Federation engaged in various key events, including the Safe Cities for women campaign launch and the United Nations General Assembly. Activistas from Senegal, The Gambia, Brazil, Nigeria and Zimbabwe played a key role in the Paris Climate Conference (COP21); sharing personal experiences on how they have been affected by climate change, conducting media interviews and connecting with other youth movements to ensure a southern voice formed part of the Conference of Youth manifesto, which was shared with the Heads of State. In Denmark, the Super17 Campaign was launched – which brought together 17 young people from 17 countries in the global south to visit 17 cities in Denmark to discuss the 17 SDGs.

## Activista Network

Our unique global youth activist network involves more than 50 ActionAid partners and thousands of young volunteers in more than 25 countries. This network provides opportunities for youth to engage in the fight for social justice on a global scale.

“

I wanted to make sure that information reaches everyone, so I wrote and recorded a song called 'pay your tax' to discuss accountability, responsibility and transparency. Someone in the government liked the song very much and wanted to buy it from me, but he said first I had to remove the verse about people in authority, of course I told him that this was not possible!”

**Webster Sinkala,  
Activista in Zambia**

## Young people unite for the future Zambia



**Zambian Activista group Njombwinjo makes sure the voice of young people is heard in their community.**

Photo: Fatuma Namukose/ActionAid

Mbala is a quiet town located 1,000 km from Lusaka, Zambia's capital. It is also home to Activista Mbala – a vibrant and energetic group of young people full of ideas and dreams for Zambia's future.

Activista Zambia was formed in 2014 by 26 young people and is now one of the most active agents of change in the community, campaigning against early child marriages, violence against women and promoting meaningful engagement of youth in decision making.

As many youth lack formal education, to improve their income prospects, Activista Mbala started a vegetable garden as a starting point to address the issue of unemployment – an issue they are advocating for the government to address. The money they earn is used to run their activities as Activista, meaning they are not entirely dependent on ActionAid Zambia.

Farming is not the group's only talent; within Activista they have a music, dance and drama group called Njombwinjo which is well known for its creative songs, dance and skits in Mbala, Mpulungu and surrounding areas. They have quickly become a community's favourite, attracting crowds during community gatherings and campaigns organised by Activista and ActionAid Zambia. This has created visibility for youth ensuring their voice is heard and they are seen as agents of change in the community.

Njombwinjo has not only been instrumental in community mobilisation and campaigns for Activista but is an income-generating activity for members. Five of the group's members who had dropped out of school are supporting themselves in colleges using earnings from the drama group.

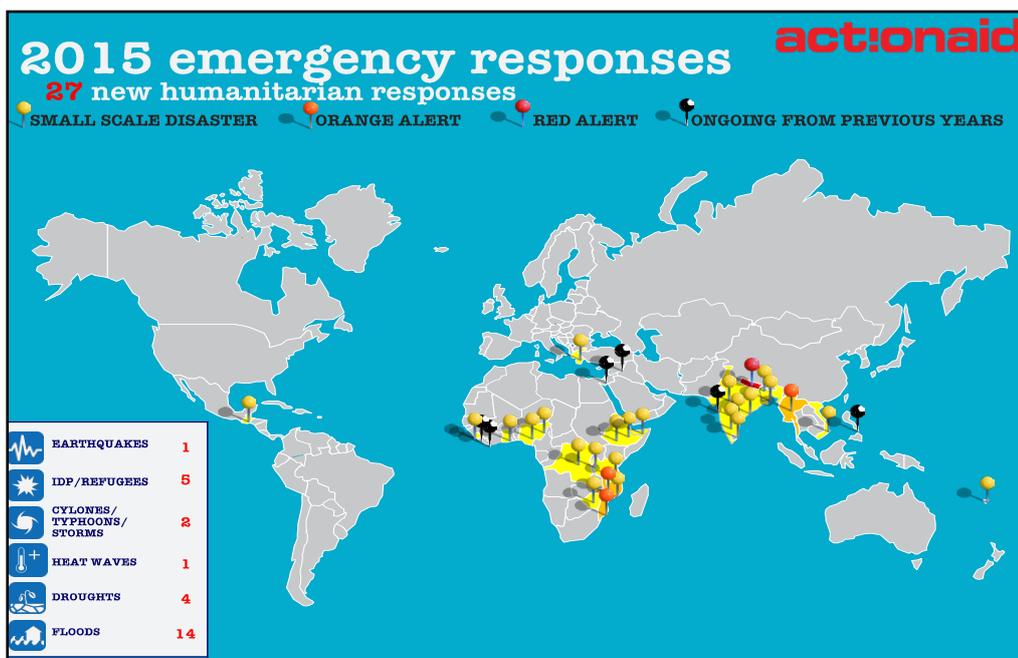
Other members are supporting their families as the Activista Mbala chairman Prince Chakufyali explains: "Activista has showed me that I have a responsibility in my community, it has showed me I have rights as a youth, but most importantly I have a responsibility... I want to make change in my community and family. I have taken my siblings to school so they can have better chances in life than me; thanks to Activista and Njombwinjo."

## Protecting rights during conflicts and emergencies

This year ActionAid responded to 27 new emergencies in 19 countries<sup>12</sup>, as well as five ongoing emergencies<sup>13</sup>, including the continued response to the Ebola crisis in Liberia and Sierra Leone, and responses to the Nepal Earthquake and Vanuatu Cyclone. With 14 responses, the most frequent response type was floods (see map below for details).

**ActionAid’s humanitarian signature** (women’s leadership, local partnership, and accountability to affected communities) is now clearly articulated, well communicated and increasingly understood across the Federation. Our programming work is also becoming better aligned to this – women’s leadership is visible in many emergency responses – in particular in our responses in Nepal and Vanuatu. Developing and agreeing this ‘humanitarian signature’ has made us stand out in our approach to emergency preparedness, response and resilience building.

**Federation-wide**  
**103** of ActionAid’s Local Rights Programmes integrated risk reduction strategies and allocated budgets to address capacity gaps.  
**Over 700,000 people** received humanitarian assistance in ways that respected their rights.  
**45,750** people were trained to protect lives and livelihoods and prepare for emergencies.



<sup>12</sup> New emergencies: Bangladesh, India, Myanmar, Nepal, Vietnam, Burundi, Democratic Republic of Congo, Ethiopia, Ghana, Malawi, Mozambique, Nigeria, Sierra Leone, Somaliland, Tanzania, Zimbabwe, Guatemala, Greece, Vanuatu.

<sup>13</sup> Ongoing emergencies from previous years were in Syria, Sierra Leone/Liberia, Gaza, India and the Philippines.

### **Our emergency response to the devastating earthquake in**

**Nepal** provided emergency shelters for over 6,000 households and temporary shelters for more than 7,000. In addressing women's rights, over 7,000 women received dignity kits<sup>14</sup> and were provided with psychosocial support through community-led protection centres. We also established 23 women-friendly spaces, and ensured that over 5,000 households received cash for work – 80% of which was distributed to women. Over 9,000 educational kits were distributed and 50 temporary learning centres were established (places where the children can go to continue with their education, play with their friends and be in a safe space whilst their families are rebuilding houses and lives). Early recovery packages to help people restart their livelihoods were distributed to over 8,000 households. Our response to the Nepal earthquake also ensured that accountability was promoted; we facilitated youth and women's engagement in the recovery by establishing a National Youth Alliance for Reconstruction and a National Women's Alliance for Reconstruction.

### **A significant growth in women's leadership in community disaster preparedness and resilience was seen in 2015,**

specifically in Afghanistan, Vietnam, Myanmar and India. It took root in all of our emergency response work, with several countries actively linking up with local and national women's forums – such as in the response to Ebola in Liberia. We also worked increasingly on women's protection and leadership in emergency responses, thereby developing a niche approach and expertise in some contexts. 2015 also saw us being bold and innovative in creating and sharing resources in the context of emergencies and conflict. ActionAid Australia's delegation on women's rights and leadership brought countries and the emergencies and conflict team together to create 'Defining our Difference: Women's Leadership, Rights and Protection in Emergencies', which commits ActionAid to targets on women's leadership in emergencies.

Representation on the Green Climate Fund Board (by ActionAid USA) enabled us to influence funding and projects to be more accountable, transparent and gender sensitive this year. Other accountability mechanisms put in place in relation to emergency responses include tracking government budgets; participatory planning and vulnerability assessments (e.g. as part of the Nepal

### **Connecting people to save lives in the Mekong Delta, Vietnam**

Communities in Vietnam are using mobile technology to receive daily updates on weather conditions to improve their preparedness and response to natural disasters. Microsoft Corporation, in partnership with ActionAid Vietnam, developed a Microsoft Data Gathering tool that applies advanced technology to allow communities to receive information and to provide feedback on climate, weather, disease and seasonal conditions. This helps communities better prepare for and respond to natural disasters and climate change.

<sup>14</sup> Dignity kits include: a reusable sanitary napkin, underwear, petticoat, shawl, towel, umbrella, comb, nail cutter, tooth brush, tooth paste, flash light with batteries, detergent, bathing soap, a bag in which to keep clothes.



**Mariam, aged 10, at home in Freetown, Sierra Leone.**

Mariam's mother and father both died in the recent Ebola outbreak that has so far claimed over 4,000 lives in Sierra Leone, with a total of 11,300 deaths in West Africa. She is now living with her younger sister and grandmother. During the Ebola crisis, ActionAid supported access to education through text books, stationery and a monthly stipend to teachers. ActionAid also worked to re-integrate Ebola survivors and affected communities, including through the provision of food, mattresses, clothing, and non-food items.

Photo: Kate Holt/ActionAid

earthquake response); and influencing government policies around disaster risk reduction, food security and livelihoods by working at community level. In some contexts, such as in India, this work resulted in positive steps being taken by governments to address these issues.

We also strengthened our resilience work – supporting people to prepare for the effects of ever-increasing climate-related crises; protecting them from the impact of conflicts and disasters; defending their rights during crises; and helping their recovery afterwards. In Africa, all of the countries working in this area now have emergency and preparedness plans in place, and urban resilience assessment studies have been carried out in Senegal, The Gambia and Zimbabwe to identify entry points for resilience programming in poor urban communities.

ActionAid Malawi's community-led advocacy activities contributed to increasing the budgets for departments implementing disaster risk reduction and climate change adaptation initiatives at district level. In Myanmar, ActionAid's advocacy contributed to the government allocating over £15,000 (€20,650) for the construction of community bridges in two villages and support for another village on disaster simulation and evacuation exercises. Through the 'Ready for Anything Project', ActionAid Nepal supported communities to develop their own disaster plans, which have contributed to the local government increasing its budget for community-level disaster risk management.

ActionAid Australia launched the South Asia Women's Resilience Index at the World Conference on Disaster Risk Reduction and at the UN Commission for the Status of Women this year. The aim of the index is to influence gender-sensitive government policies on disaster resilience.

ActionAid also focused on resilience and humanitarian capacity building in 2015. The Start Network is a transformational humanitarian network of leading international NGOs, working together to connect people in crises to the best possible solutions. This year we influenced this Network through our work on Start Projects – for example, we included a women's rights training module in the Transforming Surge Capacity project, which works across 14 agencies. We also launched the Shifting the Power project in 2015 – a ground-breaking initiative in the humanitarian system, and a key milestone in addressing inequalities globally.

“

There has been a lot of technical support, with engineers and activists going to each household to talk with the residents and encourage them to begin work and build strong structures... What we need to do now is continue this community involvement to build more permanent structures... It's very important for women to be volunteering and working as part of these efforts to rebuild our country... When women get involved in rebuilding it shows that they can be leaders.”

**Mina Kumai Dahal,  
volunteer and social mobiliser working with ActionAid Nepal to coordinate rebuilding of homes and schools in Sindupalchowk village**

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## Disaster resilience in Bangladesh Sabita's story



**Sabita Rani helps lead her community in disaster resilience.**

Photo: Mahmud/Map/ActionAid

Sabita Rani, 42, is a mother of three from Patuakhali district in Bangladesh – a small coastal community severely affected by ever-more frequent and severe disasters: a flood one season, a cyclone or drought the next. Sabita and her community have had no choice but to prepare and respond.

“Roads and highways are in a very bad state,” she says. “Women, children and aged people face a lot of problems. I am constantly thinking through disaster scenarios in my head: where we will run to the next time, and how I would reduce the risk of the disaster to myself, my family and my neighbours.”

Since 2009 Sabita has worked as a community activist, building resilience to disasters, establishing networks with local government and NGOs, and mobilising her community to ensure its voice is considered in local decision making. However, social norms in Bangladesh have not made it easy; women are not respected enough to be included in government decision-making processes. Because of this, Sabita lacked confidence in her leadership.

With ActionAid's support, in 2013 Sabita undertook training that better equipped her to lead community-based disaster response and disaster risk reduction. This training was aimed at supporting those who were already acting as community leaders in emergency response. Armed with the new leadership skills this training provided, Sabita worked tirelessly for three months when Cyclone Mahasen hit her community in 2013.

“Before I was selected by ActionAid Bangladesh to undertake emergency training, I felt no one paid me any attention. All I wanted was to work but I couldn't. But, after I came back to my country from the World Conference on Disaster Risk Reduction in Japan people of my area appreciated me. I was invited by different stakeholders of the community to share my experience.”

Cyclone Komen in July 2015 was well-handled by the community. “Everyone in my community was, of course, fearful. This time however, with the training to back me, I was able to be far more effective in my emergency leadership. I told everyone, ‘there is no use being scared, we have to be brave.’ I knew exactly what suggestions to give, what advice to hand out, what steps to follow. We don't have a cyclone shelter in our area, so we took refuge in a concrete school building and survived the eye of the storm. We pre-arranged dry food, water, and other necessities, kept a list of emergency contacts. Everyone followed my instructions, unquestioningly and with due respect.”

Under Sabita's leadership, the community is marching as part of the global climate marches, demanding the needs of the poorest women and children first, and help in adapting to the ongoing impact of climate change. “I am creating change!” exclaims Sabita. “Being a leader in disaster response and in disaster risk reduction has changed my life. I am so proud of how far I have come.”

ActionAid diversified its approaches to emergencies in 2015. In Vanuatu, ActionAid Australia launched an emergency response with a focus on supporting women from affected communities to establish community-based protection mechanisms and influence the emergency response and recovery process. This included Women's Information Centres that provided a safe space where women could access information on the services and support available, and Women's Forums as spaces for women to organise and develop a strong voice and platform to strengthen their leadership on protection issues.

We worked on emergencies in Europe for the first time through ActionAid Greece, which focused on women's rights as refugees. Our Ebola response in West Africa was a bold move, given our limited experience in an epidemic of this nature and magnitude. Our diverse partnership with volunteers, health professionals, media and artists was particularly innovative in helping to curb the spread of the epidemic. This included reproducing Ministry of Health jingles and artists' songs about Ebola for broadcast on radio and on loud speakers in communities, raising public awareness of the nature of the virus and how to avoid contamination, and engaging comedians to perform dramas about Ebola demonstrating hand washing. We also innovated by establishing local-level emergency preparedness and response funds, such as tapping into the Nepalese diaspora communities to support earthquake survivors.

ActionAid's approach of linking local communities to national and international institutions in advocacy and policy work was key to much of our success this year. In ActionAid India, policy engagement was rewarded by winning compensation for farmers for crop loss. In response to the high suicide rate among farmers in India, ActionAid worked with civil society organisations, Apeksha, Kisan Mitra, Vidhya Dham Samiti, Nisarga, Pilupu, and Caring Citizen's Collective to advocate for an increase in monthly pensions for widows.

### **Helping asylum seekers, Denmark**

In response to the needs of refugees coming to Denmark during the summer and onwards, a group of volunteers from ActionAid Denmark approached a number of asylum centres to offer help. This initiative quickly developed into ActionAid Denmark conducting trainings for the asylum seekers, and helping them to cope with some of the difficulties of their situation. Three different modules were developed, tailored for the different stages that the asylum seekers would go through: conflict management, citizenship and everyday life-coping strategies when living in a new country. The trainers were mostly experienced educators working on a volunteer basis, using interactive and creative methods, such as theatre, to overcome language barriers. The initiative is increasingly being requested by asylum centres, in recognition that a real need was being met. As a second step and on request, ActionAid Denmark started training some of the people who work in the asylum centres – 250 asylum seekers were trained and the work is set to continue in 2016.

## Regaining strength at the women-friendly refugee centre Lesvos, Greece



**Anna Karabet, ActionAid's cultural mediator at the refugee centre, Lesvos, Greece.**

Photo: Anna Pantelia/ActionAid

In Lesvos, Greece, refugee women are finding much-needed solace at the women-friendly refugee centre.

“I forget about everyone else here, my family, my friends – my mind is 100% at Kara Tepe,” says Anna Karabet, the centre’s cultural mediator. Anna is originally Syrian and has been living in Greece for 22 years. When she first saw TV news images of refugees arriving on the islands, she knew she had to help. When ActionAid said it was looking for an Arabic-speaking women she got in touch. She has built strong bonds with the women she has supported.

“It’s so admirable, this specifically women-friendly space that ActionAid has set up,” she says. “It is absolutely the right thing to do. The whole family relies on women – how will children rely on them if they can’t be strong?”

When the women arrive here, they are really tired. But when they leave the ActionAid centre, they feel revitalised, more serene. They leave prepared for what lies ahead, knowing what’s coming on their journey. Most importantly – most crucially – they leave knowing their rights as refugees and as women.

When the women first arrive at the centre and hear me speak Arabic, they calm down. When I tell them that I am from Syria, their faces light up with joy, and they start to open up bit by bit. They want to talk about their life in Syria. I talk to them about their rights.

“This isn’t a job for me – it doesn’t end at 5 pm. It’s something far deeper. I never forget these women I have supported. For the first time in 22 years, I feel I am the person I was back in Syria. I am doing something meaningful.”

## Securing the rights of women and girls

In 2015 we continued to campaign and advocate on women's rights issues. Those involved in our work in Brazil took part in the March of the Daisies, which brought together 25,000 women farmers from across the country to advocate for women's rights. The march resulted in a government undertaking to construct 1,200 childcare centres in rural communities and settlements by 2018. Women also met with President Dilma Rousseff to demand improvements to public policies that affect rural women in Brazil.

In the UK, ActionAid published the *Close the Gap* report, which showed that unequal pay and participation in the labour force are costing women in poor countries US\$9 trillion per year (€7.4 trillion) and US\$17 trillion (€14 trillion) globally. In September, ActionAid UK was invited to join a Department for International Development (DFID) reference group on women's economic empowerment, which is now advising the Secretary of State in her role on a UN-convened high level panel on the same subject.

In 2015, organising women into collectives, cooperatives and groups was a key strategy and was an approach adopted in Rwanda, Ethiopia, Bangladesh and Brazil, among others. In India, 6,050 fisherwomen from two states were organised into 40 collectives and cooperatives, and were provided with training on key issues such as fish processing, adding value through processing, leadership and accounting. They were also linked to market facilities and provided with some funding, and time diaries and other methods were used to raise awareness around unpaid care work. Elsewhere in India, collectives and cooperatives were also set up for 500 women farmers who were trained on organic farming methods, and for 4,000 informal sector workers who were provided with skills training. Following these trainings many women were placed with respective companies for better wages, or started their own small businesses.

In Bangladesh, women joined a collective associated with sustainable, alternative sources of livelihood. The 'climate resilient factory' model is promoted as an alternative to existing practices in the handloom sector in Bangladesh as part of a joint

## Federation-wide

**43,700 women** reported increased control over income and greater negotiating power.

**1,360 projects in 22 countries** were supported to protect women and girls from violence.

**171,500 women in 26 countries** earned a living through running their own businesses or selling produce.

initiative between ActionAid Bangladesh and the Embassy of Denmark in Bangladesh. In 2015, 10 women set up a climate resilient handloom factory, providing for uninterrupted production during floods, fog and drought by including damp-proof raised plinths for keeping the factory free from water, transparent protection from fog, and a moisture control mechanism for drought. The design also includes an ergonomic working environment with proper lighting, better seating arrangements and improved ventilation for workers. The factory has since established a marketing relationship with a large chain store that promotes women's artisan groups.

We also supported women to set up savings groups in 10 communities in the Muslim south of Thailand. The groups started in 2009 with funding from a community organisation, and they have since increased their funds through regular deposits from members and various fundraising activities.

In 2015 we continued to address the issue of violence against women and girls, and helped to bring about better monitoring and responses around this subject. ActionAid Myanmar, and partner Legal Clinic Myanmar, provided legal aid services to survivors of violence, and ActionAid Malawi's Women's Forum supported women who report abuse by recording and following up on every case. ActionAid Pakistan formed 29 community vigilance groups, which focus on the issue of violence against women, and girl-child marriage. These groups have mobilised women and girls, linking them to relevant government departments to address the issue of girl-child marriages.

A number of different tactics were used in 2015 to mobilise women to challenge violence against themselves and against girls. In India, where women's groups already existed, these were strengthened and mobilised to act as watch groups to identify and report domestic violence cases. ActionAid Nepal worked with its national-level network – Mahila Adhikar Manch (MAM) – to mobilise 2,500 women to fight domestic violence at the local level. In Pakistan, ActionAid and partners worked with members of women's and vigilance groups to organise and mobilise women and girls to end gender-based violence and to help them gain control over their lives and bodies. These women are now taking steps to get the girls enrolled in schools and end girl-child marriage through engagement with district government departments and the police.

**We called for gender-responsive public services** – an area linked to both ending fear of and actual violence against women and girls,

**In 2015 we continued to address the issue of violence against women and girls, and helped to bring about better monitoring and responses around this subject. ActionAid Myanmar, and partner Legal Clinic Myanmar, provided legal aid services to survivors of violence, and ActionAid Malawi's Women's Forum supported women who report abuse by recording and following up on every case.**

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**ActionAid partner Citizens of the Street provides literacy lessons for women and after-school lessons to young children in Morocco.**

Photo: Jo Harrison/ActionAid



and reducing women's unpaid care work. In one of our local rights programmes in Zimbabwe, street lights have been fixed in two areas, which has resulted in improved safety for more than 39,000 women, girls and children who live here. In Brazil, ActionAid contributed to a plan of public policies for women, which has now been launched in Garanhuns city. The plan commits to address issues such as improving public transport, infrastructure investment, street lighting and police training. Advocacy by ActionAid in Bangladesh resulted in the provision of separate women's toilets and women-only transport being added to the Dhaka City development plan. The number of CCTV cameras on the streets of Dhaka increased significantly. Our proposals around gender-responsive public services were included in the election manifestos of 14 mayoral candidates, and ActionAid will continue this advocacy into 2016.

**We also raised awareness on sexual and reproductive health and rights (SRHR)** through outreach programmes this year. For example, in Liberia we provided support to community health volunteers in four counties who have been raising awareness about SRHR, available services and providers. As a result, women and girls are now reporting improved information and service delivery, and communities are moving away from negative traditional ways of addressing sexual and reproductive health. ActionAid Sierra Leone conducted outreach sensitisations and trainings on SRHR and provided legal services to 334 people. And in Zimbabwe, over 3,500 young women and girls received comprehensive sexuality education, with 48 volunteer teachers being subsequently trained to disseminate the information to young people in their communities.

In Bangladesh, women reported having improved control over income and freedom to choose what to spend their money on, and some had established group and individual bank accounts. In Ethiopia, women started making decisions about what to include as their personal assets in case of divorce. In Somaliland, women are now able to contribute to the household budget, which has resulted in more respect from their spouses – and therefore more economic freedom and decision-making power. Additionally, in Mozambique at least six associations have received funding from the government and ActionAid to implement women's economic empowerment projects in the community. And in Ghana, four members of our Young Urban Women Project, and 10 other young women, have won full scholarships to study in one of Ghana's premier fashion schools. One of these women emerged as the best graduating student in September 2015.

**Advocacy by ActionAid in Bangladesh resulted in the provision of separate women's toilets and women-only transport being added to the Dhaka City development plan.**

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## Women reclaim their fishing grounds Cambodia



**Ms Houng Meoung fishing in the community fishing area.**

Photo: Puth Sarean & Morn Srey Ren/  
ActionAid

For generations the community in Chroy Svay, Koh Kong, Cambodia, has relied on local natural resources for its daily life and household incomes. Ms Houng Meoung is one of the community. “I’m a widow, so I can’t afford to travel very far. I don’t have a boat either, so I can only collect shrimp, crab and snail near the stream. I’m very lucky to live so near the sea as my daughter and I rely on this for our daily food – if I just spend an hour or two there, I have enough food for the entire day.”

In 2011, the government granted part of the community fishing area (63 hectares) to Chanroth Group, a private company based in Phnom Penh. This affected the livelihoods of fisherfolk in two villages – a total of 338 households.

With the support of ActionAid’s partner, Mlup Promvihearthor Center (MPC), the community mobilised to fight to get their community fishing area back. They first went to the local authorities who ignored the case, but their voices were heard by a Cambodian People Party (CPP) representative, Mr Yon Min, who was in charge of Sre Ambel District. The issue then was discussed during the CPP reflection meetings before the national election.

As a result, in May 2013 Mr Yon Min came to Chhroy Svay for a CPP reflection meeting and declared that the 63 hectares of community fishing area had been withdrawn from the company. In 2015, the government issued a letter to withdraw the economic community fishing concessions from seven companies, spanning large areas of community fisheries.

Since then, the community in the two villages has been able to access and use the community fishing area to collect crabs, sea snail and shellfish again. “If there had been no support from MPC and ActionAid, this community fishing area could have been in the hands of the company,” said Ms Nong Loum Heang, head of the community fishery. “People, especially women and girls, would have suffered as a result of food shortages.”

After getting the fishing area back, the community has grown 35,000 mangrove trees. They plan to register the plot as one managed by the community to prevent it from being allocated for land concession in the future.

**We ensured that government budgets focused on women's rights through our advocacy around gender-responsive budgets in 2015.**

These initiatives are very diverse, however they all attempt to ensure that gender-related issues are considered and addressed in all government policies and programmes, and specifically in the budgets allocated to implement them. In Nepal, women's groups successfully advocated for budget allocations that benefit women at the local level with the construction of a childcare centre, providing working women with extra time to engage in income-generating activities. In Bangladesh, ActionAid supported women in 23 communities to work with their local government to prepare gender-responsive budgets with increased allocations for women's development. And in Tanzania, with the help of ActionAid's advocacy activities, a budget has been set aside for women's development programmes. Fifty women have also accessed business loans from the Ministry of Women's Empowerment.

We continued to advocate and work for economic alternatives in 2015, and our unpaid care work gained more recognition in national and state policies this year. ActionAid Bangladesh has been working with the Department of Women's Affairs since 2013, preparing a policy brief on the recognition, reduction and redistribution of unpaid care work. In 2015, the Ministry of Women's and Child Affairs incorporated 'recognition and redistribution' of unpaid care work as their top priority. Additionally, the Planning Commission referred to the issue of 'unpaid care work' in its five-year Gender and Women's Empowerment Plan, meaning that the government can be held accountable for taking the required action on this issue.

In Nepal, following campaigns and advocacy by ActionAid and partners, the Constitution recognised the role of women's unpaid care work in the national economy. ActionAid India also took an innovative approach to unpaid care work - working with women and youth at community level, it questioned men on the subject and sensitised them on sharing care work. Young women's groups conducted video interviews with men on simple questions like 'what does your wife do at home?' to improve awareness around unpaid care work. Domestic workers have also been recognised in policies following advocacy by ActionAid India, which facilitated a national meeting between domestic workers, unions and relevant organisations to demand a comprehensive policy, decent wages, welfare boards and social security for these workers.

**We continued to advocate and work for economic alternatives in 2015, and our unpaid care work gained more recognition in national and state policies this year.**

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## #SafeCities for women multi-country campaign

We successfully launched our Safe Cities Campaign in 20 countries in 2015, with strong campaign activities at local and national levels. Women have been leading the dialogue with governments to call for gender-responsive public services, and young women and men have been campaigning to end violence against women and girls and harmful traditional practices. Through the campaign we have been highlighting how poor quality public services and unsafe public spaces are leading to fear amongst – and violence against – women.

ActionAid Ireland engaged over 7,000 people with the campaign through a public exhibition, theatre event, and campaigner training. In Brazil, communities were mobilised as part of Occupy Passarinho, which was attended by over 600 people, several social movements and NGOs.

In the Democratic Republic of Congo, ActionAid linked grassroots women of Kisenso with a national women's rights network, and 600 community members were mobilised to draft a letter of demands to the National Ministry of Gender on International Women's Day.

In Ethiopia, ActionAid organised over 700 women in self-help groups and formed two wider associations to explore their environment in relation to safe cities. Communities in Bangladesh submitted demand charters to local government, through evidence gathered from watch groups looking into the causes of violence against women in slums. In Bangladesh, the campaign secured a full-page supplement on violence against women and safe cities in a daily newspaper, reaching approximately 1.5 million readers.

In Cambodia, 3,200 people participated in the campaign – including garment workers, sex workers and students – and over one million people were reached via social media. In Vietnam, 2,500 people were directly involved in the activities, with nearly 3,000 likes on Facebook and more than 30 media articles on the events, reaching many more people indirectly.

### **CCTV cameras make transport safer, Ho Chi Minh City, Vietnam**

The Safe Cities Campaign, as an initiative by ActionAid Vietnam and Safe Cities Network, has drawn attention of academia, media, NGOs and most importantly, policy makers. In a research project, 'Safe cities for women and girls: can dreams come true?' organised by ActionAid Vietnam and its partners, the results were alarming: a staggering 87% of women and girls between the ages of 16 and 50, mainly migrants and students, have experienced public sexual harassment at least once in their lives.

A month after the launch of the report, the National Traffic Safety Committee sent an official letter to authorities in Hanoi and Ho Chi Minh City to address the issue, and in June 2015, the Ho Chi Minh Transport Department instructed the administration to install CCTV cameras on all public buses in Ho Chi Minh City.



**ActionAid Somaliland and its partner Women's Action Advocacy and Progress Organisation organised a dialogue on the Safe Cities for women campaign on May 20, 2015. Following the dialogue, the women appealed to the government of Somaliland for freedom from violence and sexual harassment, safe public spaces, and access to water and sanitation, electricity, transportation, education, health services and other public amenities.**

Photo: Vibek Raj Maurya/ActionAid

In the UK, over 60,000 people took action in support of the campaign – recruiting 30,000 new campaigning supporters to ActionAid.

Activistas took part in many of the campaign launches in countries, engaging in flash mobs, and writing and performing poems and theatre performances. Activistas from Liberia and South Africa filmed testimonials to be included in a documentary for the International Day against Homophobia, which linked the Safe Cities campaign with our partners' work on LGBTI rights. ActionAid Ireland supported Activistas in Bangladesh, South Africa, Nigeria and Brazil to create a vox pop ('voice of the people') video to highlight the international issues of safe cities for women.

Commitments have also been made by policy makers to improve city planning as a result of our advocacy. For example, São Paulo city authorities in Brazil have pledged to improve street lighting and provide safer transport for women at night. In Liberia, the Monrovia City Corporation worked with police to organise street patrols at night, and in Nepal a women-friendly market with basic infrastructure was established, which has reduced fear and instances of violence against women.

Advocacy work by ActionAid and partner Samaj Kallyan Sangstha continued to challenge men's understanding of gender roles and norms in Bangladesh. Over 10,000 men are now aware of the value of unpaid care work, and over 60% of them were able to explain inequitable gender norms surrounding unpaid care work. To achieve these results, the partner organisation used techniques such as keeping time diaries to record the amount of time women spend on unpaid care work, and holding spouse meetings in the community. Time diaries also proved effective in changing the attitudes of families, community members and local authorities in Nepal.

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“I know ActionAid Ghana, they are doing a lot of things in my district on the areas of education, women's rights and agriculture.

As the District Chief Executive, it is an opportunity for me to commit my Assembly to ensure that we get the sustained development we are all yearning for.

I, therefore, promise to provide office accommodation for the opening of a Domestic Violence and Victim Support Unit (DoVVSU) office in Tain, and we have to discuss this at the Assembly meeting for us to expand this initiative to communities that ActionAid has not covered.”

**Hon. Jones Tawiah**  
**- District Chief Executive, Tain, Ghana**

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In Ghana, public awareness and sensitisation on unpaid care work reshaped men's attitudes towards gender norms, leading them to support the demands of women smallholder farmers' to access extension services, childcare centres and redistribution of unpaid care work. In Nigeria, there was increased recognition of the value of women's unpaid care work and challenging of gender norms. This was achieved through an EU-funded project that worked with 12 male 'champions' to promote the rights of women, children and young people in two states. Wider results of this project were that the male champions supported women in one of the communities to obtain land for a weaving business. In Uganda, men involved in work by ActionAid took the initiative to explain to their communities the various unjust gender norms, including unpaid care work. They also campaigned to encourage men to help relieve women of the burden of household chores.

### **Digital technology helps plan cities with women's needs as a focus**

ActionAid Sweden has developed a Safe Cities app for mobile phones that will be piloted via ActionAid Brazil in Recife, Cabo de Santo Agostinho, Caruaru and Mossoro.

The app aims to improve the lives of women who are rarely considered in the development of public policy, and to allow those in the poorest regions to undertake a collaborative survey of problems that make the city unsafe and unequal for them, with focus on public services. Unlike existing platforms, the app allows the use of data collected to influence the government and create more inclusive and safe cities. Over the next three years the project will gather information from four municipalities in Pernambuco and Rio Grande do Norte, connecting 200,000 users in communities and their schools. This will impact directly or indirectly on 1.2 million women with the goal of approving gender-sensitive laws and initiatives in the context of leisure and public transport services, lighting, health care, waste collection and sanitation.

# Our organisational priorities



**CEO of ActionAid International Adriano Campolina plants tomatoes during a visit to an ActionAid project site helping climate change affected communities in Manhica district, southern Mozambique.**

Photo: Carlos Litulo/ActionAid

## Continuous improvement of programme quality

In 2015 ActionAid made significant advances in reviewing, deepening and enriching our HRBA, our theory of change and our understanding of alternative routes for development through a series of three regional 'programme learning' forums. These forums involved over 100 participants from ActionAid countries, the local rights programmes and partners, as well as International Secretariat staff.

## Monitoring our impact

As a Federation we are making efforts to report against global indicators, though comparison of countries on overall progress is challenging, as countries report against diverse and content-specific indicators. Data generated from global indicators in countries vary widely, limiting their utility for aggregation and drawing conclusions at a global level. However, we continued our efforts to provide results-based reporting for donors, endeavouring faithfully to reflect our progress in ways that are meaningful and insightful for our partners, communities and other stakeholders.

In 2015, we initiated a 'political debate' on our organisational approach to monitoring and evaluation (M&E), which included a thorough consultation with a wide range of stakeholders within and outside ActionAid. This 'M&E political debate' aims to draw lessons from our current practice to advance our M&E approach and ensure its alignment with our core values and beliefs about what change is, and how it happens. This consultation phase saw responses from approximately 1,000 people. The outcomes of this debate will feed into the development of the M&E approach and framework in our new strategy.

Our Evaluation and Accountability Global Leaders (EAGLES) network continued to grow. This network of M&E practitioners and experts consists of more than 75 members from 42 countries in the Federation and provides a mechanism for the Federation to better coordinate M&E activities, and to share and learn from each other.

We also elaborated and tested an innovative methodology to measure 'value for money' (VfM) in the communities where we work. The methodology allows community members to assess how well we are achieving VfM, by assessing whether we are allocating resources in the areas that generate the most change. Our approach is unique in that accountability towards people living in poverty lies at the heart of it, as opposed to being associated with donor driven requirements. This methodology was developed and tested in Ethiopia, Myanmar, UK, Pakistan and Nigeria.

## Our brand and supporter engagement

We continued to raise our public profile in 2015 through strategic activities that increased awareness about the organisation's position on climate change, inequality, tax avoidance, humanitarian disasters and women's rights.

Our engagement in international events such as the climate summit in Paris resulted in 1,211 external media mentions of ActionAid, and 800 Twitter engagements daily throughout December. Our involvement with the new SDGs at the UN General Assembly helped secure 64 media mentions on 44 websites. We created compelling content such as the *Rigged Game* – a video on inequality – resulting in over 250,000 views on Facebook and YouTube.

## Key insights and learning on our HRBA

- Our **HRBA is valid in all contexts** – whether in strong, weak, fragile, absent or occupied states; or in contexts with revolutionary, progressive or oppressive governments – and it has been applied in practice in very diverse contexts (from Somaliland to Cambodia, from Sierra Leone to Palestine, from post-earthquake Nepal to Liberia during the Ebola crisis). However, we need to continue to ensure strategies implemented are always contextualised; creatively adapting core elements to ensure it is a community-owned and people-led process.
- Human rights-based **struggles are becoming more political** in the context of rising inequality and injustice, and increasing corporate power. Often governments are held to account more by corporates than their own citizens – undermining our HRBA and contributing to **shrinking political space**. This is occurring under both apparently democratic and authoritarian governments (whether in Uganda, The Gambia, Ethiopia, Zimbabwe or India) through the introduction of new laws, policies or practices that seek to regulate or control the work of civil society, limit the freedom of speech and block the space to organise or mobilise.
- **Power analysis and challenging power, particularly hidden and invisible power**, increasingly needs to be more central in our HRBA – including further defining the centrality of women's rights even more boldly.
- **Power never gives up without a struggle, and serious change will trigger a backlash**. We need to deeply understand and prepare for backlash as part of a continual process of risk analysis, looking at how we can protect and support staff, partners, activists and human rights defenders.
- Our experience with the **HRBA has been in connecting with people through partner community-based organisations and NGOs** – but people organise and mobilise in diverse ways. Social and political movements are often central to advancing people's rights, and we need to further support and align with mass movements, deepening their accountability to members, without creating dependency on us or imposing our systems.
- Urbanisation is a global phenomenon but our existing approaches to programming are overwhelmingly derived from our work in rural communities. **We need to work differently with our HRBA in urban areas**, grappling with the insecurity of housing and services, engaging with labour markets and the informal sector, dealing with migrant women and shifting populations, connecting with trade unions and newer forms of social movement and developing new models of rooted campaigning.
- There is widespread recognition of the potential tensions between our HRBA and **donor requirements**. We need to get better at navigating **donor requirements** whilst preserving our principles, continuously defining what we mean by change, how we describe complexity and how we measure shifts in power at all levels.
- **An effective use of HRBA requires a high level of flexibility**, responding to a shifting and unpredictable external environment. Getting serious about change means reviewing all our internal systems of planning, budgeting, reporting, accounting, monitoring and evaluation, which are sometimes at odds with our HRBA.
- We need to recognise that the **personal is political** and start with ourselves. Our HRBA is more focused on the public than the private sphere. As individuals we need to be the change we want to see – to be coherent, reflect on our own practice and transform our own power.

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I've been volunteering for ActionAid for over a year, first as a community campaigner and then as a local organiser. When I began working with ActionAid, the tax dodging bill campaign was already underway and I attended training for that ... I've trained to become a trainer of local organisers for the Tax Justice Together campaign.

The tax campaign for me is a good way to advance the cause of a just global financial system by using the power and influence we have democratically in the country that does the most to exacerbate global inequality.”

**Jon Ward, Volunteer and Campaign Supporter, ActionAid UK**

Case studies from The Gambia and Senegal were syndicated by the Associated Press' *Big Story*; picked up by the New York Times, Washington Post and the Daily Mail. Those case studies also featured in support of our work at COP21 with *On the Edge* becoming ActionAid's most successful story to date on the Exposure photo story platform. We also gained significant coverage (including BBC) of our Nepal Earthquake Response. Overall our share of media voice increased 3% (moving us from 7th to 5th place in comparison with peers<sup>15</sup>), and we experienced our best year of digital engagement, with the number of visits to the international website increasing by 43%, and an increase in Twitter followers of 30% and Facebook likes of 36%.

Our campaign supporters increased by over 17% in 2015 – a total of 960,290<sup>16</sup> were reported by 30

countries. This was largely due to an increase in supporter engagement through our multi-country campaigns.

Thirty-five countries across the Federation participated in at least one multi-country campaign: **#LandFor**, **#TaxPower**, and **#SafeCities**. Our campaign strategies included mobilisation not as stand-alone activities, but as part of a set of tactics to help achieve objectives. Our mobilisation strategy extended beyond online campaigning, and recognised the importance of community organising. Notable campaign successes included:

- The mobilisation of over 50,000 supporters in Italy and France, resulting in the Dutch government announcing it will not join the New Alliance (see page 23).
- Over 50,000 individuals supporting the Bagamoyo report launch and petition (see page 23).
- Strong public mobilisation around the Ndiel and Bagamoyo cases resulted in Senethanol in Senegal returning 10,000 ha of land to the local communities (see page 23).
- Youth engagement at COP21 (see page 16).

We will continue to build upon this supporter growth and expand our investment in this area as these campaigns build momentum.

## Our people

As of December 2015, we reached our target of 50% overall female representation, and maintained the overall target of a 50:50 male-female workforce. The Federation's annualised voluntary attrition rate is 14%, which is greater than our target of less than or equal to 10%

<sup>15</sup> Peers include Christian Aid, Oxfam, Plan, Save the Children, UNICEF and World Vision International.

<sup>16</sup> Campaign supporters are individuals who have taken a campaign action, volunteered, or are members of a community circles, etc. To be a supporter they must satisfy three criteria: 1) We must hold their contact details 2) We must have permission to contact them 3) They must have taken some form of action with us.

staff turnover rate. Of the total voluntary leavers, 52% of these were females. A total of 37 Health and Safety Incidents were reported in 2015, with HR managers required to report on action taken to minimise such incidents. Due to challenges in the funding context, we had to implement strong measures to reduce the costs of the International Secretariat which included a 14% reduction in personnel costs. These reductions were implemented in a way that protected the mission and the required support to countries.

### **Women's rights internally**

Over the past couple of years ActionAid senior leadership has demonstrated its commitment towards promoting and protecting the rights of women in the organisation, by setting up structures and systems aimed to strengthen a women's rights culture and women's development across the organisation. In 2014 a Feminist Leadership Group was set up, comprised of staff representatives across countries and the International Secretariat, to have oversight and coordination of Federation initiatives and priorities on women development and feminist leadership. In 2015, key advances were made in taking forward agreed commitments in women's advancement and feminist leadership, including:

- Federation-wide engagement and dialogues on women's development and tracking of progress.
- The Women Development Narrative – report conducted by an external consultant analysing the extent to which ActionAid has met its goal of becoming a feminist, gender-responsive organisation highlighting successes, gaps and lessons.
- Approval of a Transformative Feminist Leadership development plan, including the launch of two feminist leadership workshops, and the development of a feminist leadership

module to be included in the Senior Leadership Development Programme and Middle Management Development Programme.

- Reinforcement of Affirmative Action, resulting in an increase in women appointments at senior leadership levels, with representation improving from 44% to 46% by the end of 2015.
- Facilitation of several workshops by the leadership of the International Secretariat to build capacity and understanding of transformative feminist leadership, with 40 leaders trained to date.

We still face challenges across the Federation in understanding the dimensions of patriarchy and how it manifests as 'power-over', which may exclude or violate the rights of women, whose rights are at the centre of our work. There are still improvements that can be made to: strengthening and building safe spaces inside the organisation, enhancing succession planning, cascading opportunities to middle and support levels, setting standards of accountability through performance management, and institutionalising gender sensitisation and awareness.

Looking ahead, spaces for dialogue are being created at all levels to identify the type of leadership we need for the future of our organisation to deliver on our women's advancement and feminist leadership commitments.

### **Reflecting on the power dynamics within our federation**

In order to effectively address unequal power relations in the societies and communities in which we work, we need to do the same within the Federation. Following the 2014 ActionAid General Assembly we commissioned an analysis

of existing power dynamics and relations within the Federation, and amongst members, to gain an understanding of where the principle of equality is not being embraced, and the implications thereof. The analysis provided insight into how power is understood and defined across the organisation, the underlying factors driving unequal power relations, and the extent to which individuals and entities within ActionAid have power, how they use it and how this power is used to undermine and/or achieve our mission. General Assembly members and management reflected on the key messages from the report and proposed actions to address the issues in a more systemic and sustainable manner.

Building on past efforts to deal head-on with unequal power relations, this year more steps were taken to shift power internally, including:

- Creation of the Federation Leadership Team that involves countries in federation-wide decision making.
- Approval of a revised Resource Allocation Framework (RAF), creating more visible rules that determine how money should be controlled.
- A learning module on Power in ActionAid for Senior and Middle Manager Leadership Development Programmes.
- Transformative Feminist Leadership workshops, creating a platform to explore aspects of our organisational culture that contribute to structures seen as the site of most of the hidden and indirect power in ActionAid, with recommendations on how to transform them.

## Organisational capacity development

We continued to place a high importance on strengthening our staff, volunteers and partners to ensure our capability to deliver our ambitious

strategy. For staff and partners we promoted a blended learning approach including face-to-face training, e-learning, Peer-to-Peer Networks, and the use of accompaniment and resources tools. Our HRBA capacity development focused on strengthening trainers, facilitators, and champions across the organisation on core programming skills, Reflection-Action (participatory) methods, and partnership-building areas. Our commitment to effective knowledge management by creating, capturing and sharing knowledge across the organisation was fostered primarily through our regional learning meetings, International Platforms, and Peer-to-Peer Networks. In 2015, highlights included:

- Over 50 local and national organisations in Kenya, Pakistan, Ethiopia, Democratic Republic of Congo, and Bangladesh were supported to develop Capacity Strengthening Plans through the Shifting the Power START Project.
- 15 women-led organisations were trained via a HRBA Foundation course through ActionAid South Africa.
- ActionAid Kenya, Tanzania, Bangladesh, Zambia and Vietnam delivered HRBA Core Programming Skills training to 100 facilitators through the Training Centre for Development Cooperation – a regional development training centre led by ActionAid Denmark.

**People4Change** – This unique capacity development programme, led by ActionAid Denmark, provided a global approach to people-to-people support by facilitating the placement of development practitioners who complement and enhance the skills and knowledge of the civil society organisations that ActionAid works with, through coaching processes, critical reflection and grounding of innovative tools and methodologies within local contexts. They also

helped to facilitate links between local and national levels, and where relevant, links to the international level.

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Seeing how people especially young development workers in Myanmar have changed and transformed through capacity development is the greatest satisfaction and happiness I have experienced. I'm proud to say that I have been a part of this because of ActionAid.

At the beginning my team mates and partners' staff members were quite reluctant to talk and speak up but now they are conceptualising and articulating their ideas and arguing their opinions. They have developed skills in participatory process facilitation, planning implementation, monitoring and evaluation, and dealing with people.”

**Orlen Ocleasa, People4Change Advisor, ActionAid Myanmar**

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**Senior Leadership Development** – We continued to invest in this across the Federation through our Senior Leadership Development Programme (SLDP). In the third year of our flagship programme, 28 participants, primarily ActionAid Country Directors, attended this programme. The programme also included delegates from peer organisations – Amnesty International, Greenpeace and Oxfam – creating a space for critical leadership dialogue. In addition to the Federation-wide leadership programmes, there has been

a dedicated coaching programme for all new leaders joining ActionAid International, as well as country leadership support and Board retreats.

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I have become more conscious about my own [management] style and why I take the approach I do. I have learned so much about mentoring – how to make it a learning experience. I have been able to learn how to identify areas for collaboration and the need to move from passion to interests.”

**Country Director, Arab Regional Initiative**

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## Safety & staff security

ActionAid considers security management to be a way of enabling our mission by ensuring our work can continue in difficult conditions. 2015 saw a strategic transformation in the design and delivery of staff security support across the ActionAid Federation.

With a clear focus on security resilience building and supporting the Federation to take risks in a bolder and much more prepared manner, the year started with a Global Security Focal Persons Conference, in which over 40 part-time security staff from across the Federation participated. Security Focal Persons were trained in the core skills of systematic and dynamic context and risk analysis, crisis preparedness, and management of communication and media risks. As a result of the continued investment in capacity development through trainings, workshops, virtual support and

coaching, country teams autonomously mitigated low- and medium-level risks.

Key instances where collaboration was needed to offer timely, mission-critical support included: the earthquake in Nepal; political crises in Burundi, Haiti and Gaza; political and administrative risks associated with LandFor campaign in Tanzania, and monitoring and advice for the Ebola crisis in West Africa.

ActionAid Afghanistan faced a difficult external and internal environment. In May 2015, two of our staff members, Dr Jawid Ahmad Sahai and Mohammad Mohammady, were tragically killed in an attack on a guest house in Kabul. High-level support was provided to Afghanistan, and an external security review was commissioned in order to provide informed recommendations to further strengthen ActionAid's internal security measures.

## **Systems**

Establishing effective systems and processes to improve financial management, resource allocation, and planning, reporting and monitoring of our work continues to be an important element of enabling our mission. In 2015, the General Assembly approved the revised Resource Allocation Framework (RAF), which outlines a vision of pooled funds for common strategic investment, as part of the next chapter in our story of internationalisation. The revised RAF recognises that, despite changes in our world and in our sector, resources must continue to flow from north to south. The implementation of the RAF through our planning process reflects integration of child sponsorship income, flexible fund and country investment fund processes.

We are also undertaking a process of financial transformation – a strategic priority to strengthen and align financial management and operations across the Federation. This includes the implementation of a Global Financial System, the roll-out of a Financial Management Framework, the roll-out of the Top 10 Basics Change initiative (financial minimum standards), and Treasury management plans (including optimisations of currency risk management and trading).



**Midha (16, left) and Sakhi (40, right) stand next to a rice field near their village in the Odisha region. This summer, the village and the entire region were hit by a heatwave that destroyed parts of the rice cultivation. ActionAid provided emergency relief to poor and marginalised communities in six states in India, and supported those affected to recover their livelihoods and access government support.**

Photo: Florian Lang/ActionAid

## Sustainability: Monitoring the environmental impact of our work

Led by ActionAid Bangladesh, the Federation made significant progress on measuring and reducing its CO<sub>2</sub> emissions. On International Environment day (5 June) ActionAid launched a global internal campaign 'I AM GREEN', as part of our wider Green Action Project, which aims to promote saving both financial and natural resources. A total of 21 Green Champions from 14 countries and five International Secretariat 'hub' offices joined sessions on data collection and analysis of sustainability and green action.

In 2015 the Federation generated approximately 8,186 tonnes of CO<sub>2</sub> emissions. In total, 28 countries reported their carbon emissions – an increase from 16 countries in 2014, with an additional three countries reporting their programme interventions on the Green Action project. To sequester this amount of carbon dioxide would require 327 acres of forest for one year. Air travel continued to be the single highest cause of emissions, accounting for 56% of our emissions.

Actions implemented to reduce CO<sub>2</sub> emissions by countries primarily included awareness raising, reducing paper use, reducing flights by encouraging online meetings, and reducing local travel by improving internal coordination. Several countries indicated the use of carbon footprint reporting to inform management decisions, particularly on actions to reduce electricity and paper consumption.

In 2015, ActionAid Bangladesh, Vietnam, Nepal and Senegal were able to link their Green Action work with their work in communities by promoting sustainable livelihood options. For example, in 2015 ActionAid Bangladesh supported a plantation programme in a flood prone community with which it works, involving 1,400 sponsored children. Each child was given two seedlings to plant (one fruit tree and one timber tree) along with a half-day teaching on planting. The tree planting not only helped sequester carbon emissions, but also provided income generation opportunities and flood protection.

## Accountability

Our Accountability Charter outlines what accountability means to ActionAid in terms of who we are accountable to and how we take forward our accountability commitments. The Charter identifies five core accountability principles and provides a common platform for understanding of accountability across the Federation. Thirty-nine countries reported on progress made against at least one principle.

### Accountability principle I: Participation and inclusion

Participation and inclusion is at heart of what we do and how we work. Our Participatory Review and Reflection Process (PRRP) is an established tool for critical reflection, shared learning and monitoring progress of our work at various levels across the Federation and within countries. Conducting PRRPs with communities

### **LGBTI communities lobby for safer criminal justice systems, South Africa**

In 2015, ActionAid South Africa, in partnership with the Forum for the Empowerment of Women, implemented a project aimed at enabling members of LGBTI communities, particularly young black lesbians, in 15 townships around Johannesburg to become activists to engage with the struggles of LGBTI people. Through awareness raising and training, these women were helped to empower themselves and to advocate for broader systemic change in the criminal justice system to increase safety and equality. The women in the project reported an improved sense of self-worth and participated in non-LGBTI events in their communities, thereby increasing their visibility. They were able to mobilise support and solidarity for Soweto Pride – an annual event creating a platform to celebrate LGBTI rights. With the establishment of support groups, led by trained leaders, they continue to support each other through the experiences they face in their community.

provides mechanisms in which rights-holders can participate and input into programme intervention strategies, processes, achievements and future plans. Partners and national offices use insights generated from these processes to revise strategies, plans, and generate learning.

Despite being a well-established principle across the Federation, we recognise more can be done to advance participation and inclusion through further

integrating all aspects of diversity – race, ethnicity, literacy, disability and sexuality-related issues – in our ways of working internally and in our HRBA implementation in our external programmes.

There are some encouraging examples where our programmes have focused on vulnerable sections of communities, for example, working with disabled members of communities in Afghanistan, Australia, The Gambia, India, Kenya, Lesotho, and Malawi; and with communities discriminated against on the basis of caste in Nepal and India.

### **Accountability principle II: Evaluation and learning**

In 2015 we continued our efforts to improve the monitoring, evaluation, and learning from our impact and change in countries. Monitoring and evaluation workshops were held in Nigeria, Uganda and Thailand, under DFID's Programme Partnership Agreement (PPA) objective to deliver better quality programmes and improve our impact, which were attended by national and regional ActionAid staff as well as partners from 18 countries. The workshops used a 'learning-by-doing' approach to develop a common understanding of what our global indicators aim to measure; and tools that can be used to collect, analyse, validate, and report on data to generate learning and improve our work.

In 2015, ActionAid Australia coordinated an extensive evaluation<sup>17</sup> of women's rights in emergencies, which was shared through the International Platform on Humanitarian and Resilience. This evaluation confirmed the value of ActionAid's investment in women's rights in emergencies, and found that ActionAid's emergency response work consistently focuses on women's rights as essential (and non-negotiable), and includes building on existing

<sup>17</sup> Meta-evaluation is a form of evaluation that aggregates (or synthesises) several individual evaluations.

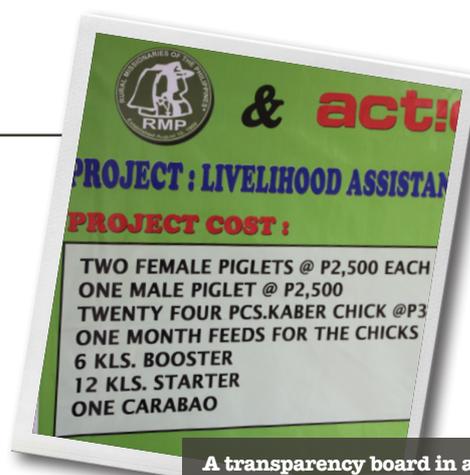
capacities of women and their organisations, ensuring women's equal participation in decision-making, creating safe spaces for women and strengthening their access to resources. Based on these findings, further actions are planned to embed the learning into ActionAid's practice and advocacy around emergency response.

### Accountability principle III: Transparency

In 2015, the transparency principle was prioritised. Funded by ActionAid UK, we carried out multi-country transparency research in Bangladesh, Pakistan and Kenya.<sup>18</sup> This research highlighted Reflection-Action Circles as the most direct and appropriate way to share and discuss information of interest to community members – mainly because they use participants' own verbal and community-orientated approach to debating shared concerns. However, we have learned that support may be needed to help the Reflection-Action Circles feed people's views back in a timely manner, and in ways that pose no harm to those who have aired their views.

ActionAid International is signatory to the International Aid Transparency Initiative (IATI) which aims to increase the transparency and openness of aid information among donor and recipient countries, civil society organisations and other experts. As such, in 2015 we published 2014 annual income and expenditure data on all global DFID, EC and DANIDA contracts in line with the IATI<sup>19</sup> standard.

Our transparency practices are primarily implemented through the use of Participatory Review and Reflection Processes (PRRPs) and community meetings, as well as transparency/information boards, providing community members and partners with increased access to information. Moving forward, we need to continue to assess



**A transparency board in a village showing ActionAid and partner Rural Missionary of the Philippines' livelihood project details – part of our accountability commitment in the Philippines.**

Photo: ActionAid

and understand communities' perception of the quality of information shared and further establish ways to support open information flow amongst our stakeholders to improve communication and engagement.

### Accountability principle IV: Complaints response and resolution

Countries such as Democratic Republic of Congo, Ethiopia, Greece, Ireland, Malawi, the Netherlands, UK and Zimbabwe have consistently registered complaints since the implementation of this principle in 2013.

The total number of complaints reported across the Federation in 2015 was 1,419, out of the 31 countries who self-reported. The majority of these complaints come from ActionAid UK supporters, which can be attributed to ActionAid UK's robust systems to monitor complaints and complaint resolutions. In 2015 there was particular media attention in the UK on charities, and we received several complaints referring to staff salaries in the charity sector. Supporters felt concerned about how their donations were being spent, and some felt that charity staff should either work on voluntary basis or be paid a minimum wage. We chose an honest and transparent approach to these type of complaints and responded with a statement which included 'Out of every £1 donated to ActionAid UK from supporters, 88p is spent on charitable activities, 11p helps

<sup>18</sup> See [http://www.actionaid.org/sites/files/actionaid/transparency-study-actionaid\\_-\\_final.pdf](http://www.actionaid.org/sites/files/actionaid/transparency-study-actionaid_-_final.pdf)

<sup>19</sup> International Aid Transparency Initiative

us to raise more funds, and less than 1p goes on governance.’ This approach resonated with our supporters who felt that they could trust our decisions as we are open and transparent to sharing financial information.

Notably, the total number of complaints from communities is 24, and from partners is 28. These complaints range from the level of difficulty of the content of partner training, the quality of seeds used by a partner in a community project, and the target area of a donor-funded project. In ActionAid Thailand, partnership guidelines and training were developed as a result of a query raised by a partner on financial documentation and reimbursement processes. Training was offered to all partners and an open question and answer session was provided to address additional queries and concerns.

#### **Accountability principle V: Monitoring our commitments and ensuring compliance**

In 2015, the General Assembly approved the ‘Members’ Commitments on Compliance and Re-establishing the Assurance Policy paper, which aimed to increase Members’ capacity and incentives for compliance. A revised Assurance Policy will be developed in 2016 to further improve the Federation’s health and reduce risks arising from non-compliance.

The newly established management structures of the Federation, including International Platforms (IPs) and the Federation Leadership Team, have also contributed to enhancing mutual accountability across the Federation. These structures devolve centralised power within the Federation and enable countries to play a bigger role in leadership and decision making.

For example, countries participating in the International Platform on Education jointly contributed to the development of the Promoting

Rights in Schools step-by-step guidelines, ensuring a global standard for Promoting Rights in Schools that has relevance for – and enables ownership by – countries implementing the initiative. ActionAid Bangladesh’s participation in the International Platform on Education enabled it, and other member countries, to share examples of successful community empowerment and changes at community level across the Federation. It also created the opportunity to learn about stakeholder activities beyond ActionAid, such as those of Education International, Oxfam and the Global Campaign for Education, helping ensure ActionAid Bangladesh’s education campaign and activities aligned with the three priority areas of work (education financing, transparency and accountability, and equality) in working for the Right to Education.

#### **Public lists make service delivery transparent, Pakistan**

Whilst implementing a rights-based service delivery emergency programme, ActionAid Pakistan ensured transparency and accountability through displaying a beneficiary list in prominent places – lists that were verified by members of community-based organisations and implementing partners. Information about community redress systems or complaint systems was also displayed, which mostly included the contact details (mobile number and address) for where complaints could be submitted. The complaints received were recorded and duly addressed as per the policy framework.



**In 2013, the Dominican Republic revoked the citizenship of Dominicans of Haitian descent, meaning 500 people a week are now deported. Debora, aged 7, was born and raised in Haiti but has had to leave the country to avoid racism and persecution. "There is no hope for us," says her mother Jocelyn. ActionAid Haiti is calling for action to stop this human rights violation.**

Photo: ActionAid

## Internal governance

This year the transition in the Chair of the International Board and election of new board members was one of the key highlights of the governance processes in the Federation. The Assembly said farewell to Irene Ovonji-Odida and other Board members who had served two terms, and elected and welcomed Nyaradzayi Gumbonzvanda as the new Chair. The Board worked with the International Leadership Team<sup>20</sup> to ensure induction and orientation of the Chair and new Board members.

The governance structures at international level (General Assembly, International Board and committees) and the 27 national boards (and assemblies where they exist) of ActionAid International members continued to play their part in furthering the aims of internationalisation – to increase our influence globally in order to deepen and increase the impact of our work. The 2015 General Assembly continued to embody the internationalisation of ActionAid and the democratisation of power and decision making in the Federation through active engagement and participation by assembly representatives. Discussions on power analysis within the Federation, enhancing mutual accountability and compliance by members, advancement of women's leadership and members' motions on increasing and integrating our work on women's rights, climate change, inequality and sustainable development were testimony to how far the Federation has come in embracing the tenets of internationalisation.

The International Board focussed on implementing recommendations by the 2013 Governance

## Members of the International Board

**Alexandra Mitsotaki** (retired June 2015)

**Andrew Purkis**

**Aruna Rao** (appointed June 2015)

**Chiara Somajni** (Vice Chair)

**Emira Woods**

**Irene Ovonji-Odida** (retired June 2015)

**Janet Sallah-Njie**

**Michael Lynch-Bell** (Treasurer)

**Nyaradzayi Gumbonzvanda**  
(Chair – appointed June 2015)

**Poguri Chennaiah**

**Roberto Kishinami**

**Trine Pertou-Mach**

**Vijay Shunglu**

Model Review to increase the effectiveness of governance structures in delivering their mandates (on oversight, strategic direction setting, thought leadership, ensuring mutual accountability between and among members, and ActionAid's external accountability to stakeholders). Specific focus was placed on implementing the Board Legacy, ensuring an externally focussed Federation, long-term financial sustainability, enabling a stronger, mutually accountable and democratic Federation, and in promoting organisational change to make the Federation agile in the face of a changing external context.

Together with the International Board, the four Board committees (Governance and Board Development, Human Resources and Organisational Development, Audit and Risk, Finance and Funding) deliberated and gave guidance and direction on strategic areas that led to: successful adoption in the General Assembly

<sup>20</sup> Comprised of the Chief Executive, Deputy Chief Executive and Directors of the International Secretariat.

of a revised Resource Allocation Framework; the appointment of new External Auditors; a resolution committing members to deliver on membership requirements and compliance; and approval of ActionAid Vietnam as a new member of the Federation.

The Governance and Board Development Committee (GBDC) provided oversight on the implementation of the Affiliation and Expansion Plan with approval, monitoring of the membership development plans, and association/affiliation reviews for ActionAid Rwanda, South Africa, and Mozambique. The GBDC also approved membership development plans for ActionAid Nepal and Cambodia; provided advice and guidance to the Board and the membership on the process of nominating and electing the new Chair of the Board; revised the Board Code of Conduct, the Board self-review process, and committee membership; and clarified for members the purposes of the assemblies to enhance accountability of national boards to the Federation and their national constituencies.

ActionAid's International Board committed to ensuring that the entire Federation was accountable to advancing women's development and feminist leadership by setting up accountability mechanisms to monitor progress of commitments made by the CEO and the leadership team. The ActionAid International Human Resources and Organisational Development Board (HROD) Committee monitored this process as a standing agenda item in their meetings. The Committee, working with the GBDC, commissioned a mini-study looking at gender parity within ActionAid national boards versus the organisational target of 40-60% women representation at board level – and furthermore, how many of those women hold office bearer positions (chair, vice-chair, treasurer)

within their boards. This study was meant to ensure that the governance body 'walks the talk' in promoting effective women's participation and that active steps are taken to bring women into leadership positions. Overall the results demonstrated that 63% of our national boards met our set target of 40-60%; those structures not meeting the target had valid reasons due to the number of board members and some still had flexibility to meet the set targets. Beyond meeting gender quotas, our mission is to ensure effective women's participation and access to decision-making spaces and positions of influence at leadership level. All ActionAid national boards have at least one woman in an office-bearing position, with more than 50% of national boards having at least two women in office-bearing positions (62% of board chair positions, 52% of vice-chair positions and 46% of board treasurer positions are held by women).

The HROD Committee also provided oversight and advice to the CEO and International Leadership Team in managing the staff redundancies in the International Secretariat Team, and associated risks, following funding gaps created by abrupt decisions by donors to cut funding to development organisations which impacted on Affiliates of ActionAid. This was well managed and measures were put in place to ensure business continuity, staff motivation, proactive staff engagement and preparedness in future change processes.

The Finance and Funding Committee (FFC) continued its oversight of financial and fundraising performance, and strategies and policies on a regular basis with management, discussing financial and non-financial information, and the performance of fundraising investments in new and emerging markets across the Federation.

Proposals by management for additions to or changes in our systems and policies for managing and reporting on our finances are reviewed by this Committee.

The focus of discussions at the Committee was on the finance and fundraising risks facing the sector and the organisation. The impact of reduced funding from governments and a shift towards more restricted funding puts increased importance on investing in our systems and processes for accounting, reporting and ensuring increased accountability. Our regular giving products continued to generate significant funds for the organisation, notably child sponsorship, but the shift in focus of European supporters to development work in Europe or more restricted funding – for example emergency appeals – put pressure on raising the unrestricted funds necessary for development of the Federation.

The Committee approved an updated ethical investment policy, which is aligned with the new Corporate Sector Engagement (CSE) framework. The Committee worked with the investment managers, Sarasin & Partners, in identifying best in class companies within sectors in line with our CSE framework, and the investment managers use a hybrid approach to identify investments, and actively engages in governance and corporate activities to apply influence. An increasing amount of green and sustainable investments are being sought as Sarasin transitions the portfolio over an 18 month period.

The Committee approved the revised Resource Allocation Framework (RAF), which focusses on pooling Federation resources for collective strategic decision making to ensure that investment in fundraising – including expansion to new markets – is in line with our investment and expansion criteria. The review of the RAF

also enabled the International Board to make recommendations to bring to the International Assembly a revised resource allocation framework which is informed by the new strategy development process and will be integrated into the strategy at the December 2016 Assembly. Investment in new fundraising markets in South Africa, Nigeria, and Vietnam, as well as existing markets in India, and expansion to Indonesia were reviewed and supported by the Committee for approval by the International Board.

Audit and Risk Committee oversight of the risks facing the Federation was particularly intense in 2015 given the risks associated with decline in funding, shrinking political space, staff safety and security and internal change processes in member countries and Country Programmes. The Committee, working with the International Leadership Team, contributed to ensuring progress was made in supporting countries on the ‘most at risk’ category. More proactive assessment of risks and prompt support to countries by the International Secretariat will be a key feature in 2016. This will be supported by the reinstatement of the process of self-assurance on compliance with organisational policies, values and standards by members and countries once the revised Assurance Policy is approved by the General Assembly in 2016. The major risks that the committee focussed on were:

- **Shrinking political space** – this phenomenon impacted on our operations in many countries. A working group was set up by the Federation Leadership Team to advance our understanding and organisational positions and advocacy strategy to mitigate risks. The output of this group has contributed to better support to countries affected by state enactment of laws that impede work with citizens to

achieve their rights. Organisational positions and advocacy strategies which include alliance building will be finalised in early 2016.

- **Financial sustainability** – the joint Finance and Funding and Audit and Risk Committees were active in guiding the Federation on decisions on investments in fundraising and looking at our investment portfolio across the Federation – in 2016 it will focus on support to countries who have experienced greater vulnerability to funding shocks to develop financial sustainability plans. This will begin with countries that have recorded high decline

in income in 2015 and negative opening reserves in 2016.

- **Inadequate investments in systems** – these were highlighted in 2015 and compounded by the funding gap which emerged in the latter half of the year. The Federation will need to address this as part of the new strategy development process while continuing with efforts to find financial resources to invest in critical systems such as contract management, and international financial and technology systems.

## **Table 2: Governance participation and engagement**

This table summarises the participation of members of the international governance structures in meetings:

<b>Governance structure</b>	<b>Number of meetings held</b>	<b>Average participation (%)</b>
International Board	5 (including Board teleconferences)	87%
Governance & Board Development Committee	4	61% <sup>21</sup>
Finance & Funding Committee	4	71%
Audit & Risk Committee	4	75%
Joint Finance & Funding and Audit & Risk Committee	2	78%
Human Resources & Organisational Development Committee	4	90%
2015 Assembly	1	96%
Assembly Organising Committee	3 (including in 2014)	87%
Election Committee	3 (including in 2014)	89%

<sup>21</sup> GBDC experienced lower than expected participation due to the retirement of three members of the GBDC in June 2015 and new members to replace them only came on board after the first GBDC meeting in September.

# Finance & funding overview



**Bimaya Bulun, who doesn't know her exact age but believes herself to be around 52 years old, stands in front of her temporary shelter being constructed from materials donated by ActionAid in the village of Manigaun, Rasuwa District, Nepal, after the devastating earthquake in April 2015.**

Photo: Brian Sokol/ActionAid

ActionAid's **total income in 2015 was €243 million** – an increase of 6% on 2014 and an increase of 2% compared to plan.

### **Voluntary and high value income**

Despite some good results in **high value** fundraising in particular, the global picture for **voluntary fundraising** is down against 2015 plan targets and against 2014 performance. This is a result of slower than hoped for growth in supporter marketing programmes which generate the bulk of our voluntary income. This follows a downward trend in supporter marketing income over the last two or three years, with child sponsorship performance in decline in our largest fundraising markets.

At 471,904, the overall number of child sponsorship links and other regular giving links was down by 0.4% on 2014. This was primarily the result of lower levels of acquisition in bigger fundraising markets due to an increase in costs. Retention rates were still healthy compared to market averages.

Regular giving programmes are now active in 16 different markets across the Federation, as a result of our fundraising investment programme.

High value income raised in 2015 was around the €23.7 million mark. The Nepal Earthquake response was a key factor in this, with around €4.8m raised by the UK Disasters Emergency Committee and a further €2.6 million was raised by other high value sources from 10 markets across the Federation. This was the most successful and widespread emergency fundraising response to date.

The Asia High Value Hub continued to make significant progress in its second full year of operation, with consecutive years of growth

in income. To date, efforts have focused primarily on Singapore and Hong Kong. As of December 2015, the Hub had an end of year income of €628,040 and additional pledges of €150,000 which were secured from the following Foundations: Microsoft, Prudence, Mastercard, Kadoorie Charitable Foundation and Levis Strauss which are funding work in Bangladesh, India, Myanmar and Vietnam.

€5 million was invested in fundraising activities in 11 countries in 2015, across a range of established and emerging fundraising markets.

### **Community voices - an innovative approach to child sponsorship communication**

Our community voices project is introducing a new way to tell community stories to our child sponsors through engaging 'bitesize' communications. These communications may come in the form of a video, photo or message through the use of a digital app or through a series of postcards.

The project was piloted in Myanmar, Bangladesh, Zimbabwe, Uganda, and Brazil, and this year ActionAid Italy completed the first reporting period with new test materials. The aim of this project is to make a positive impact on retention across a variety of channels, including digital, and to reduce the resources required to collect child sponsorship stories in communities. Plans to complete the roll out of the project are expected in 2016.

Brazil has now become the fastest growing child sponsorship market in the Federation and continues to grow their supporter base despite operating in an extremely challenging political and economic environment. France and the Netherlands continued to show growth and capacity to meet targets, with Sweden also consolidating its financial position and showing positive growth in supporter numbers. ActionAid Italy provided intensive support to ActionAid India through a transition year and developed a long-term growth plan to be launched in 2016. ActionAid Nigeria launched its acquisition campaigns for community sponsorship at the beginning of 2015 – the first INGO to do so in the country. Both ActionAid South Africa and Thailand also launched in 2015, and 2016 will be the first full year in which it is possible to judge results.

### **Institutional income**

Total institutional income for 2015 was €85.5m million – 11% up on 2014. This success demonstrates that institutional income remains a key income stream for ActionAid both now and in the future, and currently represents 35% of total annual income.

The increase in institutional income was the result of ActionAid diversifying its donor funding base to become more resilient to external changes such as a decline in key bilateral donors. For example, we scaled up our funding from existing donors such as the European Commission which has seen the most considerable growth from 6% in 2014 to 23% in 2015. We also diversified to engage with new donors, such as the Swiss Development Cooperation (SDC) in 2015. We also moved to fewer contracts of higher value – total contract value increased by 2.66% from 2014.

Challenges remain and there are continuing donor dependency risks to be managed. There are a number of other multilateral and bilateral donors (both current and new donors) with whom we are exploring engagement, and there is greater potential for innovative partnership work with public/private sector partnerships.

“

“I found out about ActionAid in 2010. At that time, I was looking for a way to contribute to the change I want to see in the world and since ActionAid was aligned with my beliefs and values I decided to sponsor a child. In 2011 I participated in a donors’ visit to a project in a community Cidade de Deus, in Rio de Janeiro. During the visit, I learned about the ‘Mão na Massa’ planned for the end of the year and I decided to participate.

Perhaps because it was the first visit, I still feel very touched by what I saw in that dry region of Bahia in 2011. The conversations I had with the women in the communities were transforming. They spoke about a life with violence and poverty that has changed because of the sensitization and empowerment brought by the work carried out in the community. They proudly showed us the improvements they achieved via the income obtained with the cooperatives that process fruits, but what fascinated me was their attitude.”

**Rosilane De Aquino Silva, pharmacist, Brazil**

The consequences of a changing funding environment around the decline in unrestricted sources cannot also be ignored. We need to build best practices, processes, and systems, to ensure that we are fully covering our core costs.

Donor relationship building, donor spread and intelligence, larger contracts, developing our programme niche and quality, further enhancing capacity of all our member countries, and developing more responsive policies and systems to better enable institutional income streams, are all important for ActionAid to better stand out in the competitive environment of institutional funding.

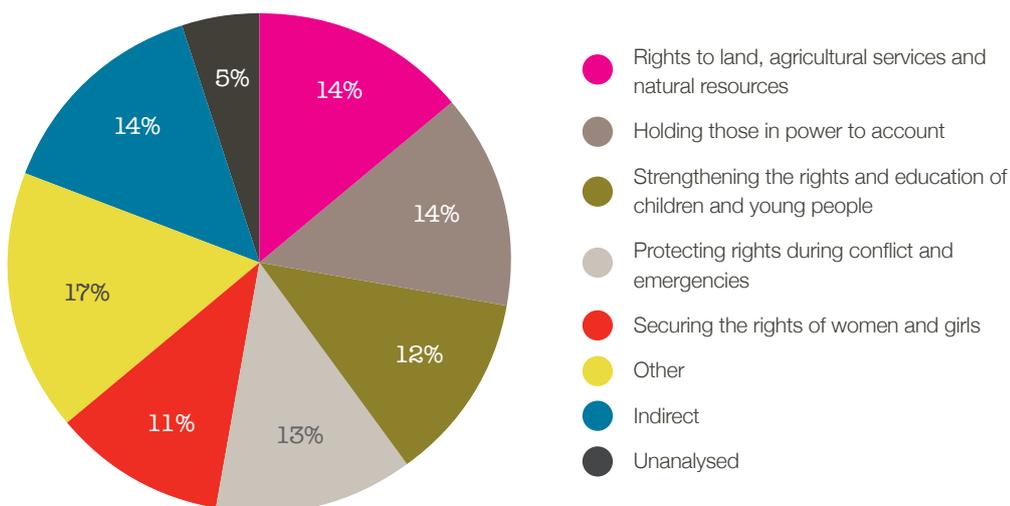
**New initiatives to enhance financial sustainability**

Across all funding streams, there are a number of projects which we have identified that enable us to grow income at country level, including

Programme Led Funding Planning (PLFP), improving our cost recovery to generate better levels of unrestricted income for the Federation, and focusing the resources we spend on building fundraising capacity. PLFP continues to be the core of our approach, which puts our global and national strategies, our theory of change and programmes at the heart of our fundraising, so we can attract the appropriate type and amount of money to match our programming objectives.

ActionAid’s **total expenditure in 2015 was €253 million**. This is an increase of 11% on 2014 and an increase of 5% compared to plan. The financial resources invested in programme activities reflect the prioritisation of countries in the areas of rights to agriculture and natural resources, especially for women, holding those with power to account, followed by education and youth and emergencies.

**Chart 1: Programme spend (by Strategic Objective)**



Changes in exchange rates, notably the Euro weakening by 11% against the British Pound compared to 2014, increased our income reported in Euros. The strength of the British Pound and to a lesser extent the Euro, compared to those currencies in our implementing countries, has supported the delivery of programmes within our budgets.

ActionAid's resource allocation framework sets out the targets that are depicted in *Table 3* below. We aim to achieve these targets within the strategy, ensuring accountability to our supporters and focusing our resources on our mission to ensure maximum impact. *Table 3* shows that our expenditure is increasingly meeting these targets with constant efforts to increase and optimise our programme spend through efficiencies.

**Table 3: Resource allocation framework (€'000)**

	2013	Restated 2014	2015	Targets
Fundraising costs	37,290	38,656	<b>41,677</b>	
As a % of total income	17%	17%	<b>17%</b>	<b>&lt;22%</b>
Programme costs	135,144	146,362	<b>161,813</b>	
As a % of total income	63%	64%	<b>64%</b>	<b>&gt;65%</b>
Support costs	38,612	39,322	<b>46,019</b>	
As a % of total expenditure	18%	17%	<b>18%</b>	<b>&lt;15%</b>
Mission costs (Programme and Fundraising)	172,435	185,018	<b>203,491</b>	
As a % of total expenditure	81%	81%	<b>80%</b>	<b>&gt;80%</b>
IS costs – unrestricted	16,958	16,956	<b>18,366</b>	<b>&lt;8%</b>
As a % of total expenditure	8%	7%	<b>7%</b>	
Total income	225,180	227,154	<b>243,168</b>	
Total expenditure	213,434	227,266	<b>253,350</b>	

# Critical learning



**Cycling event as part of the Safe Cities for women campaign in Hanoi, Vietnam. The event called for public attention on the issue of gender-based violence, especially sexual harassment against women and girls in public, and encouraged residents in all cities in Vietnam to take action to make their own cities safer for women and girls.**

Photo: Andrew Itai Chikowore/ActionAid

As a Federation we strive to learn continuously from what we do, reflect on how we can share and absorb our successes across the Federation, and identify areas in which we can improve our effectiveness. At the same time we need to be able to identify the challenges we face and work together to address them.

## Learning from our external engagement

- Our **programming should be agile enough to respond to big, external trends** such as climate change, inequality, jobless growth, deepening of patriarchy, erosion of public service quality, and urbanisation. Rather than being constrained by our own description of rights within the current strategic objectives, we should be able to better link our work to these external trends.
- We are getting bolder, as shown in the decision to pursue the Bagamoyo land grab case, despite threats, and take it to a successful conclusion. We need to continue to be bolder in being **rooted and radical**.
- We need to continue to work towards achieving policy and legislative change but also work to **ensure implementation of these policies** and laws, and that the benefits thereof flow to communities.
- We need to move increasingly towards working more with **alliances and coalitions**, and help strengthen and connect strong grassroots movements globally. Our role as the convener of the international alliance to fight inequality, and the development of national coalitions built from the ground up, provides a key opportunity to do this.
- We need to continue to **harness the inequality conversation, whilst focusing on inequality of power and consistently integrating women's rights, to help us ensure that our work is transformative** and builds power from below. We need to keep building on the breadth of the coalition of international organisations to fight inequality, and especially to enable closer engagement by Southern movements and national organisations, to generate the much broader and deeper-rooted movement for which we are aiming.
- We need to continue to become more **agile as a campaigning force** and be resourced in a way that supports movements not only in the longer term, but also where there is a strong push and possibility of fast, real-time change. If we are able to ensure campaigns are linked from community to other levels, we will create enough momentum to bring about change at all levels.

## Learning from our internal ways of working

- We should continue to focus on **strategic and innovative fundraising**. We need to concentrate and invest significantly in a few strategic markets to allow the depth of change required to address our current dependence on a select few countries.
- We need to work harder, enhancing **fundraising capacity** in countries as well as in embedding a fundraising culture amongst senior leadership in countries, especially in those emerging markets where fundraising or communications skills are at a premium.
- We have set out the right aspiration for Federation-wide new ways of working, with International Platforms and Delegations showing some early signs of success, and we should continue to **reinforce these new ways of working**.
- We need to continue embedding **policies, processes and systems** and focus on solutions to enable collaboration, efficiency and effectiveness. Emphasis should be on ensuring sustainable change is maintained, through creating the right incentives and compliance mechanisms. In addition to implementing certain systems and processes, it is crucial to build ownership, capacity and capability across the Federation to ensure maximum benefits from them.
- Our **investment in technology** has been less than ideal. We need to enable adequate resourcing in technology and harness innovation to be more relevant and effective in our programming, and to address current inefficiencies and fragmentation in communications.
- We need to ensure that we become more of a **learning organisation**. This means insisting on using evidence emerging from our evaluations and reflective processes for making decisions and adapting our work.
- We need to make better use of our human resources internally through **peer-to-peer support** methods for capacity building and knowledge management.
- Effective **recruitment and talent retention** is crucial in delivering our mission. In particular, certain functions such as finance and fundraising continue to be affected by high staff turnover. We need to further reflect on the reasons for the high turnover, what can be done to ensure retention and improving succession planning, handover mechanisms and inductions.
- We need to continue to **advance women's rights internally** by ensuring leadership commitment to women's advancement and feminist leadership, including by incorporating women's advancement objectives into leadership performance management plans.
- We need to get better at **identifying, communicating, managing, and escalating risk** at all levels, from macro-external funding risks through to country-level risks, and have clear decision-making and accountability processes.

# Looking ahead



**Laxmi, 35, and her nine year old daughter Kanchan stand inside their new temporary shelter constructed from materials donated by ActionAid in a village in the Rasuwa District, Nepal on July 26, 2015.**

Photo: Andrew Itai Chikowore/ActionAid

Learning from our achievements and missed opportunities, we remain committed to deepening our external focus and impact of our work, and to strengthening our Federation to be more democratic, accountable and effective. We will focus on building our analysis and international alliances on the following areas:

- At both country and global level we will **focus on coalition and movement building** and on strengthening the power of poor people to challenge the power of wealth and of patriarchy.
- We will increasingly use campaigning and advocacy as tools to combat **shrinking political space** and to enable the tackling of inequality, as they are prerequisites for achieving a more progressive policy change agenda and a power shift to reverse widening inequality.
- We will **highlight how the climate crisis is impacting on** poor communities in developing countries who are hit hardest by climate change and yet carry the heaviest burden in coping with its impact, while powerful interests block progress on climate justice.
- We will pull together the threads of work on **privatisation of public services and gender-responsive public services** – making the connections with inequality explicit.
- At the core of our approach to tackling inequality will be a **feminist economic and political approach** that challenges all forms of inequality, including gender, race, religion and caste.
- We will **strengthen our work on labour, including on employment and wages, labour rights and social protection**, and crucially on the issues of unpaid care work, which are central to ensuring the rights of women are protected.
- We will strengthen our **collaboration with workers' organisations**, both formal trade unions and with the large number of people in the informal economy who are not organised in unions.
- We will make efforts to define how ActionAid can **programme effectively in urban contexts**, drawing learning from our present disparate practice and the experiences of others so that we can respond to the reality of a more urbanised world and rising urban inequality.

There will be continued efforts to:

- **Monitor and make improvements to our country-centric ways of working**, through the Federation Leadership Team, International Platforms, and Delegations.
- Further **reinforce the International Platforms** as vehicles to advance our concerted and collective efforts in realising our mission.
- **Focus on fewer 'key international opportunities'** where we commit to working together as a Federation at a particular time, to harness our collective strength.
- Continue to **strengthen, refresh and renew our signature strengths** including our strong, rooted HRBA work at community level, and the ability to build on that foundation to influence policy issues at all levels.
- Continue to work on **women's rights and advancement** internally, led by the Feminist Leadership Group.
- Continue to strengthen our Federation's membership through the **Membership Development Process**.
- Continue efforts to **align, integrate, and simplify Federation-wide systems** and processes such as planning and reporting systems and improving financial management and oversight through the Finance Transformation Project.

The changes ActionAid is working for are rightly ambitious, and require stepping up our work to help strengthen alliances and movements even more – helping to convene like-minded organisations and also working to build power from the grassroots to challenge injustice locally, nationally and internationally.

To ensure we are fit for the future and have the organisational agility to respond to the rapidly changing external context, we have adapted our 2015-2017 plans to accelerate the **development of our new strategy in 2016**. This one-year process will involve inputs from across the Federation and enable a profound debate on the future of ActionAid. A New Strategy Conference and extraordinary General Assembly meeting will be held in December 2016 with the aim to approve the new international strategy for implementation in 2017.

# Introduction to our **Financial Accounts**



**Amie Diouf is one of 15 women, in Senegal, trained in keeping 'table gardens'. Using water harvesting techniques, storing rain collected from roofs and stored in tanks, food is grown on tables using a groundnut husk mulch. This is an adaptation measure introduced by ActionAid to support livelihoods on the island. In turn the 15 women have trained another 15 and the aim is that every household will eventually participate.**

Photo: Clément Tardif/ActionAid

The financial report and accounts for the period ended 31 December 2015 bring together the activities and financial position of all of the entities that work under the name ActionAid International. Financial statements encompass ActionAid International (International Secretariat and Country Programmes managed by ActionAid International), Affiliate and Associate Members, as described in the Financial and accounting policies.

The Audit and Risk and Finance and Funding Committees, in joint sessions, have responsibility for monitoring and challenging, where necessary, the integrity of our annual report and financial accounts, establishing and overseeing the Federation's relationship with the external auditors, including the monitoring of its independence and expertise, the terms of reference of its engagement and fees, assessing the effectiveness of the audit process, agreeing the scope of the external auditors annual audit plan and reviewing the output. Ernst & Young (EY) were appointed as new external auditor to provide audit services for the 2015 year and onwards.

The joint committees considered, amongst other matters, a number of significant issues in relation to the financial reporting of the Federation, including revenue recognition, restricted and unrestricted income, treatment of foreign exchange, management of expenditure through partners, procurement and general expenditure, compliance with local laws and regulations, country specific risks, the level of our reserves and the aggregation process.

**Internal control:** the ActionAid International Board, accountable to the ActionAid International Assembly, has overall responsibility for the system of internal control in the International Secretariat and

country programmes, and through the internal audit function monitors the control environments of ActionAid International's Members. The system provides reasonable but not absolute assurance that ActionAid International operates efficiently and effectively, safeguards its assets, maintains proper records and complies with relevant laws and regulations.

The national boards have the primary function for oversight and monitoring performance at national level. The Members of the ActionAid International Board oversee a comprehensive accountability system. This includes rolling three-year plans, approved annually by Members' boards and on an aggregated basis by the Board Members of ActionAid International. The ActionAid International Board compares actual results with plans and forecasts and non-financial performance data. Other controls include delegation of authority and segregation of duties. The ActionAid International internal audit function regularly reviews internal controls across ActionAid International and submits reports to the Audit and Risk Committee.

The ActionAid International Board has accepted responsibility for the preparation of these aggregated non-statutory financial statements for the year ended 31 December 2015, which are intended to give a true and fair view of the state of affairs of ActionAid International at that date and of its deficit for the period then ended. They are prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union (EU), adjusted to include the creation of a property, plant and equipment replacement reserve, with additional voluntary disclosures appropriate to an international NGO.

In preparing these aggregated non-statutory financial statements, members of the Board have:

- Selected suitable accounting policies and applied them consistently.
- Made judgements and estimates that are reasonable and prudent.
- Stated whether appropriate accounting standards have been followed subject to any material departures being disclosed and explained in the financial statements.
- Prepared the financial statements on the going concern basis as they believe that ActionAid International will continue to operate for the foreseeable future.

Members of the Board are responsible for ensuring that adequate accounting records are kept for ActionAid International and for monitoring the standard of record keeping of Members and Country Programmes, so that they can disclose, with reasonable accuracy, the financial position of ActionAid International and to enable them to ensure that the financial statements comply with IFRSs and ActionAid International's accounting policies. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of ActionAid International and to prevent and detect fraud and other irregularities. They are responsible for the maintenance and integrity of the financial and other information included on the organisation's website.

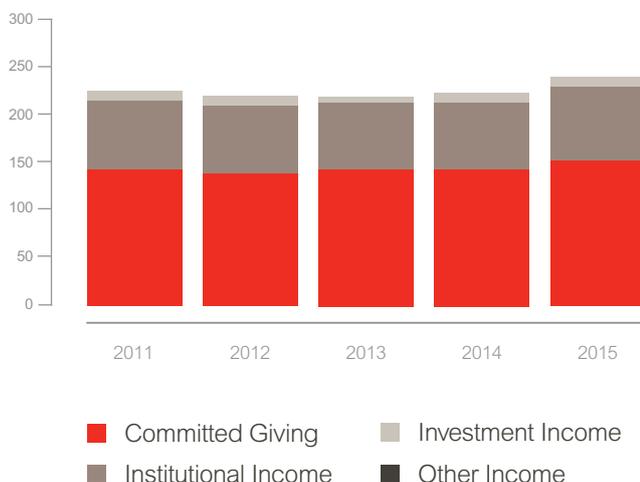
## Financial Accounts

### Treasurer's Note on Financial Performance 2015

ActionAid's financial performance reflects an increase in funds raised in 2015 in the context of a difficult operating environment. Our performance in Europe, which generates more than 85% of our resources, was impacted by continued economic and political uncertainty. In our new and emerging markets we continued to generate increased returns, albeit from a smaller base as these markets are also seeing slower economic growth and increased political and economic volatility. Funds raised for emergencies increased in 2015, notably for our response to the Nepal earthquake.

ActionAid's **total income in 2015 was €243 million**. This reflects an increase of 7% on the prior year and an increase of 2% compared to plan. The underlying income performance, after removing the impact of exchange rate fluctuations, is generated at a higher fundraising cost as a high proportion (63%) of funds raised is from committed giving income, comprising Child Sponsorship and other committed giving fundraising products with increasing costs to retain and attract supporters.

#### Total Income (€million)



Committed giving income also includes income from trusts, corporate bodies, some individuals and other NGOs. Our sister organisation, Ayuda en Accion, generated €5m of Child Sponsorship income for ActionAid's work.

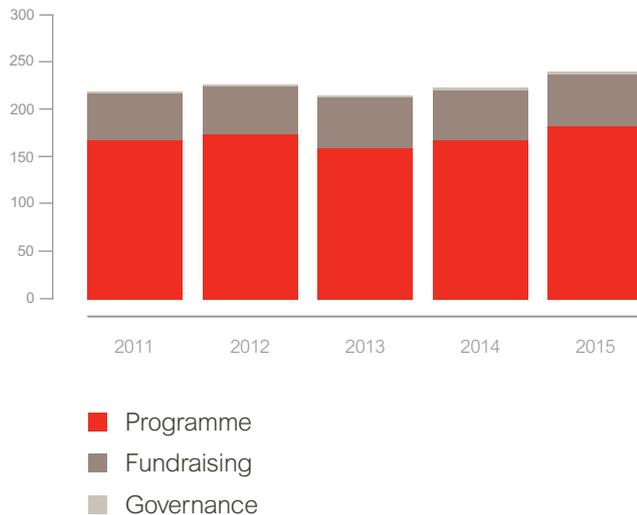
Institutional income increased by 10% to €86m in 2015, the main contributors were the Danish and UK governments, as well as the EU, and with a number of new projects, including funds raised from Sweden (SIDA) and Norway (NORAD).

ActionAid's **total expenditure in 2015 was €253 million**. This is an increase of 11% on the prior year and increase of 5% compared to plan. After removing the impact of exchange rates, the expenditure performance is at the same level as 2014.

Fundraising costs increased by 8% compared to prior year with continued increases in costs of retention and acquisition of supporters in mature markets and increased investment in fundraising in new and emerging markets.

The 11% increase in programme costs in 2015 reflects a strong focus on programme delivery. In analysing where we apply financial resources to strategic programme objectives, as indicated in earlier sections of this report, there is a strong focus on rights to agriculture and natural resources, and holding those with power to account, for which we also have increased spending through our Tax Power Campaign.

### Expenditure (€million)



Support costs increased by 17% on the prior year, but after removing exchange rate impacts, the increase can be attributed to increased investment in processes and systems which has also been partially offset by savings from cost consciousness initiatives. There was a higher increase in governance costs (31%), covering internal and external audit and cost of governing bodies, in line with the development of our Country Programmes into independent members, as well as increased focus on internal controls and compliance.

The net deficit for the year was €8 million after gain on investments and exchange gains, resulting in total reserves of €88 million, reflecting a utilisation of reserves. The restricted reserves of €53m comprise 61% of the total, and make up the majority of the decrease from prior year. The unrestricted reserves of €34m comprise 75% liquid funds and treasury reserves and 25% property, plant and equipment reserve, which rose with the acquisition of the previously rented premises in Denmark during 2014.

### Prior Period Adjustment

The financial statements have been prepared from financial information supplied to ActionAid International by each constituent entity, and include all associate and affiliate members. An affiliate member had previously reported that all income earned in the period was recognised in the statement of aggregated income, and in the current year 2015 reported deferred income, resulting in a prior period adjustment of €2.4m. Alignment to an affiliate disclosure on loan payable resulted in further corrections on the amounts falling due to more than one year which has been restated for the prior year. The amount of the prior year adjustment is €4.5m. The prior year comparatives have been restated and the effect is set out in *Note 18*.

### Losses through financial irregularities, including fraud

The total recorded losses through fraud in 2015 were €44,413 involving 15 cases in 12 countries compared to €45,196 in 2014, €169,092 in 2013, €50,700 in 2012 and €11,500 in 2011. A majority of these amounts are deemed recoverable and management actions are underway to recover them.

A total of 4 staff members were dismissed for fraud related offences in 2015 while 6 partnerships were terminated.

At ActionAid China, there was a recovery of €18,000 for fraudulent activity involving a staff member in 2010. The matter was reported to the police who then recovered the amount from the ex-staff.

Other non-fraud related losses amounted to €31,572 in 2015 compared to €108,240 in 2014. These represent amounts lost through theft, negligence and other means in the course of normal AA operations.

Our joint efforts to manage the risk of disallowances on donor funded projects are intensifying and should ultimately lead to reduced repayments. In 2015 however, two cases of disallowances were recorded amounting to €92,000 compared to just one in 2014 for €34,000. Internal Audit, Finance and the Partnership Development (Grant Compliance) teams continue to prioritise increasing awareness around compliance with donor contracts and monitoring the trends on the repayments.

### Outlook for 2016

The financial outlook for 2016 reflects an overall decline in income as we experience the effects of political and economic uncertainties faced in 2015. There are a number of events which has changed our funding flows and in response we have needed to adapt to these new economic realities. The impact of the financial crisis in Greece has seen a reduction in child sponsorship funding for programmes in the global south, resulting in a shift to national programming to support poverty reduction. This was followed by the global refugee crisis which saw a shift to humanitarian work in Greece to support Syrian refugees. The refugee response in Europe has triggered changes in government development aid focus in Denmark and UK for example where more funds are being allocated to their own response to the refugee crisis and we have experienced quite significant cuts in this source of institutional funding for programming in the south, mainly affecting the strategic

programming area of governance. Our response has been to reassess the funding needs within countries and take appropriate action to respond by both seeking further diversification of funding, supporting capacity for increasing local funding, reviewing cost structures in countries, rebasing structures in the International Secretariat and building improved efficiencies through actions such as cost recovery policies. All these aim to ensure we can protect our mission and ensure funds are prioritised for programming impact.

As the organisation responds to the changes in external context through bringing forward the strategy development process, the finance and funding landscape will adapt to the new organisational strategy and our strategic resource allocation frameworks will be adapted accordingly.

### Reserves policy and performance

ActionAid holds reserves to allow our work to continue during periods when income may fluctuate. We do this to show our long term commitment to our beneficiaries.

We divide our funds into:

- *Restricted reserves*: funds which are earmarked for particular purposes, e.g. an appeal to help victims of disasters, but have not yet been spent
- *Unrestricted reserves*: being general funds which can be used for any expenditure.

These funds are invested in largely short-term funds, with banks and other institutions with some held in longer term investments. Our policy is to hold 2.6 months of reserves based on planned operating expenditure in the following year.

Reserves are defined here as:

- Funds from supporters, typically committed givers, excluding property, plant and equipment. Balances which result from grants of partnership income, for example from official donors, are not included within this definition of 'reserves';
- Unrestricted funds held by Affiliate and Associate Members and ActionAid International.

During 2015 we reviewed compliance with this policy. In performing this review, each of the Country Programmes, Affiliate and Associate Member activities were reviewed separately. This is because, in dealing with shortfalls against our policy, the flexibility granted by our donors varies depending on the activity of the various entities.

- We are broadly satisfied that country programme reserves of restricted funds are in line with this policy and, where they are not, plans are in place for them to be brought into line within three years. In coming to this conclusion, we took account of ActionAid International reserves which are sufficient to compensate for individual members' temporary shortfalls compared to the minimum required under the policy.
- We are assured that Affiliate and Associate Members held adequate reserves for their planned activity in the following year
- Furthermore, there is a level of additional reserves required for certain defined risks to ActionAid International's future income and expenditure.

The unrestricted liquid funds and treasury reserves of €34 million at the end of 2015 (as shown in the Aggregated Statement of Financial position on Page 93) represented a margin of €13 million over the minimum required.

### **Investment policy and performance**

The Board's policy in relation to ActionAid International's long term investments is that they should achieve a higher income than is achieved on ActionAid International's liquid resources while over time benefiting from the capital growth available from equities.

The majority of Investments are held by ActionAid International and in 2015, the total return (income and capital growth) achieved on the portfolio was 3% (net of fees) (2014:14%). The return on investment continues to be in line with the portfolio benchmark. Overall the performance reflected a difficult year in the global markets with a strong opening to 2015 giving way to concerns of the impact of a slowdown in China and the effect of rising interest rates, particularly in the US. All investments were made in line with ActionAid International's updated ethical investment policy, and gains from these investments have enabled us to increase our fundraising investment over the years.

## Auditor's report

*To the Members of ActionAid International (the Association)*

### **Report on the Aggregated Non-Statutory Financial Statements**

We have audited the aggregated non-statutory financial statements of ActionAid International set out on Pages 92 to 123, which comprise the aggregated statement of financial position as at 31 December 2015, and the aggregated statement of comprehensive income and aggregated statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

### *Board Members' Responsibility for the Aggregated Non-statutory Financial Statements*

Members of the Board of ActionAid International are responsible for the preparation of these aggregated non-statutory financial statements in accordance with the basis of aggregation described in *Note 1* to the aggregated non-statutory financial statements, for determining that the basis of preparation is acceptable in the circumstances and for such internal control as the members of the board determines is necessary to enable the preparation of aggregated non-statutory financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these aggregated non-statutory financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform

the audit to obtain reasonable assurance about whether the aggregated non-statutory financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the aggregated non-statutory financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the aggregated non-statutory financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the aggregated non-statutory financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the aggregated non-statutory financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the aggregated non-statutory financial statements of ActionAid International for the year ended 31 December 2015 are prepared, in all material aspects, in accordance with the basis of aggregation described in *Note 1* to the aggregated financial statements.

*Basis of Aggregation and Restriction on  
Distribution and Use*

Without modifying our opinion, we draw attention to **Note 1** to the aggregated non-statutory financial statements, which describe the basis of aggregation. The aggregated non-statutory financial statements are prepared for the Association's Members, as a body, solely for the purpose to publish aggregated non-statutory financial statements in accordance with the terms of our engagement. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for the Association and should not be distributed to or used by parties other than the Association. Any party, other than the Association's Members, as a body, or the Association, who obtains access to this report or a copy and chooses to rely on this report (or any part of it) will do so at its own risk.

*Ernst & Young Inc.*

Ernst & Young Inc.  
Director – Prakash Narismulu  
Registered Auditor  
Chartered Accountant (SA)  
22 July 2016

## Aggregated statement of comprehensive income for the year ended 31 December 2015

	Note	Restricted (€'000)	Unrestricted (€'000)	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
<b>Income</b>					
Committed giving	2	86,650	66,335	<b>152,985</b>	143,443
Institutional income	2	73,333	12,192	<b>85,525</b>	77,528
		159,983	78,527	<b>238,510</b>	220,971
Investment income	2	279	619	<b>898</b>	1,102
		160,262	79,146	<b>239,408</b>	222,073
Other income	2	(2,708)	6,468	<b>3,760</b>	5,081
<b>Total income</b>		<b>157,554</b>	<b>85,614</b>	<b>243,168</b>	227,154
<b>Expenditure</b>					
Fundraising	3	8,368	41,601	<b>49,969</b>	47,458
Programme	4	151,876	46,929	<b>198,805</b>	176,178
Governance	5	1,754	2,822	<b>4,576</b>	3,630
<b>Total Expenditure</b>		<b>161,998</b>	<b>91,352</b>	<b>253,350</b>	227,266
<b>Net surplus/ (deficit) before transfers and investment gains/ (losses)</b>		<b>(4,444)</b>	<b>(5,738)</b>	<b>(10,182)</b>	(112)
Gross transfers between funds		(3,697)	3,697	-	-
Gain on investments	11	-	(169)	<b>(169)</b>	568
<b>Net Surplus/(deficit)</b>		<b>(8,141)</b>	<b>(2,210)</b>	<b>(10,351)</b>	456
<b>Other comprehensive income</b>					
Other comprehensive income not to be reclassified to profit and loss in subsequent periods					
Foreign exchange gains/(loss)		(5,458)	7,915	<b>2,458</b>	3,377
<b>Net Surplus/(deficit) after comprehensive income</b>		<b>(13,599)</b>	<b>5,705</b>	<b>(7,893)</b>	3,833

Notes 1 to 18 form part of these accounts. There are no recognised gains and losses other than those shown above. All incoming resources expended derive from continuing activities.

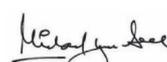
## Aggregated statement of financial position as at 31 December 2015

	Note	2015 (€'000)	Restated 2014 (€'000)
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	9	11,838	11,331
Investments	11	16,043	15,105
<b>Total non-current assets</b>		<b>27,881</b>	<b>26,436</b>
<b>Current assets</b>			
Receivables	12	25,548	20,765
<i>Cash and cash equivalents</i>			
Short term bank deposits		999	6,269
Cash at bank		72,494	74,193
<b>Total current assets</b>		<b>99,041</b>	<b>101,227</b>
<b>Current liabilities</b>			
Payables	13	(33,014)	(25,572)
<b>Net current assets</b>		<b>66,027</b>	<b>75,655</b>
<b>Non-current liabilities</b>			
Loan payable	13	(6,180)	(6,470)
<b>Total net assets</b>		<b>87,728</b>	<b>95,621</b>
<b>Funds</b>			
<b>Restricted funds</b>			
Liquid funds and treasury reserves		50,123	63,571
Property, plant and equipment reserve		3,234	2,451
		<b>53,357</b>	<b>66,022</b>
<b>Unrestricted funds</b>			
Liquid funds and treasury reserves		25,767	20,719
Property, plant and equipment reserve		8,604	8,880
		<b>34,371</b>	<b>29,599</b>
<b>Total funds</b>		<b>87,728</b>	<b>95,621</b>

Approved by the Assembly of ActionAid International on 22 July 2016 and signed on its behalf by:



**Nyaradzayi  
Gumbonzvanda**  
Chair,  
ActionAid International



**Michael Lynch-Bell**  
Treasurer,  
ActionAid International

## Aggregated statement of changes in funds year ended 31 December 2015

	Funds (€'000)	Foreign Currency Translation Reserve (€'000)	<b>Total (€'000)</b>
Total funds brought forward at 1 January 2014	94,335	(2,547)	<b>91,788</b>
Net surplus/(deficit)	456	-	<b>456</b>
Other comprehensive income	-	3,377	<b>3,377</b>
Total funds as at 31 December 2014 (restated)	94,791	830	<b>95,621</b>
Net surplus/(deficit)	(10,351)	-	<b>(10,351)</b>
Other comprehensive income	-	2,458	<b>2,458</b>
<b>Total funds as at 31 December 2015</b>	<b>84,440</b>	<b>3,288</b>	<b>87,728</b>

## Aggregated cash flow statement as at 31 December 2015

	2015 (€'000)	Restated 2014 (€'000)
<b>Cash flow from operating activities</b>		
Net surplus/ (deficit) before transfers and investment gains/ (losses)	<b>(10,182)</b>	(112)
Investment income net of investment fees	<b>(898)</b>	(1,102)
Depreciation	<b>1,333</b>	1,616
Increase in receivables	<b>(4,783)</b>	(498)
Increase in payables	<b>7,153</b>	7,701
<b>Net cash inflow/ (outflow) from operating activities</b>	<b>(7,377)</b>	7,605
<b>Cash from investing activities</b>		
Investment income	<b>898</b>	1,102
Purchase of property, plant and equipment	<b>(2,821)</b>	(9,738)
Purchase of investments	<b>(612)</b>	(1,324)
Proceeds from the sale of investments	<b>439</b>	1,232
	<b>(2,096)</b>	(8,728)
Impact of exchange rates on cash and cash equivalents	<b>2,584</b>	2,559
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(6,889)</b>	1,436

	Cash (€'000)	Short term bank deposits (€'000)	Cash held by investment managers (€'000)	<b>Total (€'000)</b>
Cash and cash equivalents at 1 January 2015	74,193	6,269	1,395	<b>81,857</b>
Net increase/ (decrease) in cash and cash equivalents	(1,699)	(5,270)	81	<b>(6,888)</b>
<b>Cash and cash equivalents at 31 December 2015</b>	<b>72,494</b>	<b>999</b>	<b>1,476</b>	<b>74,969</b>

	Cash (€'000)	Short term bank deposits (€'000)	Cash held by investment managers (€'000)	<b>Restated Total (€'000)</b>
Cash and cash equivalents at 1 January 2014	72,582	7,004	835	<b>80,421</b>
Net increase/ (decrease) in cash and cash equivalents	1,611	(735)	560	<b>1,436</b>
<b>Cash and cash equivalents at 31 December 2014</b>	<b>74,193</b>	<b>6,269</b>	<b>1,395</b>	<b>81,857</b>

## Notes to the financial statements as at 31 December 2015

### 1. Accounting policies

#### Basis of preparation:

The financial statements have been prepared using an entity specific accounting framework derived from International Financial Reporting Standards as adopted by the European Union as the Board Members have decided that these standards are the most appropriate to ActionAid International's stakeholders. The financial statements have been prepared voluntarily, under the historical cost accounting rules modified for the revaluation of investments, to give a better picture of the international association. Certain additional disclosures, including the analysis of income, expenditure and closing reserves by fund category, and the separation of liquid reserves and funds invested in property, plant and equipment, have been made in line with internationally accepted accounting practices for not-for-profit organisations. The accounting policies adopted are consistent with those of the previous financial year. At the date of issue of these financial statements the following standards and interpretations, which have not been applied in these financial statements, were in issue but not yet effective. All companies are given time to implement new IFRS and we are currently taking all necessary steps to implement the following standards in good time. The Board Members anticipate that the adoption of these standards and interpretations in future periods will have no material impact on the financial statements of ActionAid International.

#### *Effective in the current period*

IAS 19 Defined Benefit Plans: Employee Contributions - Amendments to IAS 19	1 Jul 2014
AIP IFRS 2 Share-based Payment - Definitions of vesting conditions	1 Jul 2014
AIP IFRS 3 Business Combinations - Accounting for contingent consideration in a business combination	1 Jul 2014
AIP IFRS 8 Operating Segments - Aggregation of operating segments	1 Jul 2014
AIP IFRS 8 Operating Segments - Reconciliation of the total of the reportable segments' assets to the entity's assets	1 Jul 2014
AIP IAS 16 Property, Plant and Equipment and IAS 38 Intangible Assets - Revaluation method - proportionate restatement of accumulated depreciation/amortisation	1 Jul 2014
AIP IAS 24 Related Party Disclosures - Key management personnel	1 Jul 2014
AIP IFRS 3 Business Combinations - Scope exceptions for joint ventures	1 Jul 2014
AIP IFRS 13 Fair Value Measurement - Scope of paragraph 52 (portfolio exception)	1 Jul 2014
AIP IAS 40 Investment Property - Interrelationship between IFRS 3 and IAS 40 (ancillary services)	1 Jul 2014

#### *Effective in future periods*

IFRS 10, IFRS 12 and IAS 28 Investment Entities: Applying the Consolidation Exception - Amendments to IFRS 10, IFRS 12 and IAS 28	1 Jan 2016
IFRS 11 Accounting for Acquisitions of Interests in Joint Operations - Amendments to IFRS 11 7	1 Jan 2016
IFRS 14 Regulatory Deferral Accounts	1 Jan 2016
IAS 1 Disclosure Initiative - Amendments to IAS 1	1 Jan 2016
IAS 16 and IAS 38 - Clarification of Acceptable Methods of Depreciation and Amortisation - Amendments to IAS 16 and IAS 38	1 Jan 2016
IAS 16 and IAS 41 Agriculture - Bearer Plants - Amendments to IAS 16 and IAS 41	1 Jan 2016
IAS 27 - Equity Method in Separate Financial Statements - Amendments to IAS 27	1 Jan 2016
AIP IFRS 5 Non-current Assets Held for Sale and Discontinued Operations - Changes in methods of disposal	1 Jan 2016
AIP IFRS 7 Financial Instruments: Disclosures - Servicing contracts	1 Jan 2016

## Notes to the financial statements as at 31 December 2015 (continued)

AIP IFRS 7 Financial Instruments: Disclosures - Applicability of the offsetting disclosures to condensed interim financial statements	1 Jan 2016
AIP IAS 19 Employee Benefits - Discount rate: regional market issue	1 Jan 2016
AIP IAS 34 Interim Financial Reporting - Disclosure of information 'elsewhere in the interim financial report'	1 Jan 2016
IAS 7 Disclosure Initiative - Amendments to IAS 7	1 Jan 2017
IAS 12 Recognition of Deferred Tax Assets for Unrealised Losses - Amendments to IAS 12	1 Jan 2017
IFRS 15 Revenue from Contracts with Customers	1 Jan 2018
IFRS 9 Financial Instruments	1 Jan 2018
IFRS 16 Leases	1 Jan 2019

### Basis of aggregation

For the purposes of these aggregated financial statements "ActionAid International" comprises ActionAid International (International Secretariat and country programmes managed by ActionAid International), Affiliate and Associate Members, as established under the legal structure pertaining in 2015. All parts of ActionAid share a common strategy and are committed to aiding every member to attain full Affiliate status where this is practical in the medium term. Currently Associates and country programmes, moving along this path to full Affiliate status, are all at different stages of development. They contribute to all activities as far as their capacities allow. For this reason, management believe it is appropriate to include all entities in this aggregation and no longer to make the distinction, which is becoming increasingly difficult, between Affiliate and Associate Members. As the changes in relationship have been gradual, establishing a specific date on which to apply the new treatment is subjective. For this reason, the Board has elected to use the most readily understandable method. The assets and liabilities of new Members have been incorporated in to these financial statements as at 1 January 2009 and their income and expenditures from that date onwards. No new external entities were affiliated during 2015.

The financial statements have been prepared from financial information supplied to ActionAid International by each constituent entity in a common agreed format. Balances due at the year-end date and transactions arising during the year between the constituent entities are eliminated as part of the aggregation process. The Affiliate and Associate Members of ActionAid included in these financial statements are the ActionAid entities in the following Countries: Australia, Bangladesh, Brazil, Denmark, France, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Malawi, Mozambique, Nepal, The Netherlands, Nigeria, Sierra Leone, Sweden, Tanzania, Thailand, The Gambia, Uganda, UK, USA, Vietnam and Zambia.

### Fund accounting

All funds raised by ActionAid International are used in the furtherance of its objects, including the net profits from trading activities. Restricted funds are a significant proportion of the funds and are raised on the basis of an agreement or understanding with the donors that their use will be restricted to certain specified projects, activities or areas of operation. These restricted funds are accounted for separately.

The remainder of the funds raised, including any element of a restricted donation agreed by the donor to be available for use on administrative or other matters, is unrestricted and may be used for any of ActionAid International's general purposes. Designated funds comprise unrestricted funds that have been set aside by the Board Members for specific future periods. ActionAid International also identifies separately those funds invested in property, plant and equipment, representing the book value of the property, plant and equipment

## Notes to the financial statements as at 31 December 2015 (continued)

that have been purchased for use by ActionAid International out of restricted and unrestricted funds. Presentation of these funds separately enables ActionAid International to better assess the liquid resources available to support future expenditure.

### Committed giving

ActionAid International's income consists principally of donations from supporters of a fixed amount usually paid monthly. The majority of supporters are linked directly to a particular country programme, or specifically to a child in that country. Supporters receive periodic communication detailing how their donations have been used in accordance with their wishes. Affiliate and Associate Members of ActionAid International aim to make their income more flexible by encouraging supporters to transfer from child sponsorship to less restricted forms of giving over time.

The accounting for child sponsorship and other committed giving income is in each case in accordance with the information provided to supporters. The majority of the income is allocated according to the primary focus or purpose of the donation. A percentage, usually 20%, is treated as unrestricted funds, as is tax recovered from local revenue authorities. There are also arrangements for a small proportion of these donations to be used for broader charitable work and to support the generation of income within the country programmes.

### Accounting for income

Income is shown gross, before any deduction of associated costs.

Income is accounted for when receivable. It is deemed to be receivable either when:

- Actually received, when there is a contract for its receipt and the relevant entity considers that any outstanding conditions under the contract have been met, or
- when the entity has become contractually entitled to a future payment and its amount can be ascertained with reasonable certainty.

Funds received in one accounting period that are specifically restricted to work to be carried out in subsequent accounting periods are not accounted for as income but are treated as deferred income.

Donations in kind are credited to income at an estimate of the gross value of the gift, which will usually be a market price valuation.

Interest earned from the temporary investment of funds restricted to emergency work is credited to emergency funds. Interest and investment income earned on committed giving monies held in reserve are credited to unrestricted funds in accordance with the information provided to supporters. Interest earned on other restricted fund balances is also credited to unrestricted funds to recognise the fact that in many cases the costs of a project are incurred before the relevant restricted income is received.

### Expenditure

Expenditure is accounted for on an accruals basis and all costs include irrecoverable taxes.

**Fundraising:** The costs of generating funds represent expenditure incurred on raising funds from committed giving supporters, other members of the public, companies, trusts, official bodies and other donors. They include the costs of maintaining child sponsorship and other supporter links and of reporting to supporters

## Notes to the financial statements as at 31 December 2015 (continued)

and other donors on the projects to which they contribute. They also include investment management costs.

**Programme activities:** The long-term development and emergency relief and rehabilitation work in country programmes, and the policy influencing and campaigning work carried out there and internationally are managed either by ActionAid International staff in the country concerned or in collaboration with independent organisations, usually locally registered, which are partly or wholly funded by ActionAid International. Grants made to such other organisations are separately identified in the notes.

**Governance:** The costs included in this category include the costs of board meetings and other governance processes for each entity, and the costs of legal, internal and external audit.

Fundraising, programme and governance costs are recognized in the surplus/deficit before other comprehensive income on the statement of comprehensive income inclusive of their share of support costs. Support costs represent expenditure incurred on management and the provision of the facilities and services that enable the fundraising and programme activities and governance processes to be carried out efficiently and effectively. The allocation method of support cost to fundraising, programme and governance is stated in Note 6.

### Fair Value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the ActionAid.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The ActionAid uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest-level input that is significant to the fair value measurement as a whole:

**Level 1** — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

**Level 2** — Valuation techniques for which the lowest-level input that is significant to the fair value measurement is directly or indirectly observable

**Level 3** — Valuation techniques for which the lowest-level input that is significant to the fair value measurement is unobservable.

## Notes to the financial statements as at 31 December 2015 (continued)

For assets and liabilities that are recognised in the financial statements on a recurring basis, the ActionAid determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest-level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

For the purpose of fair value disclosures, the ActionAid has determined classes of assets and liabilities based on the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available for similar financial instruments.

### Property, plant and equipment and depreciation

Property, plant and equipment are capitalised at cost. Depreciation is calculated on a straight line basis and taken to the statement of comprehensive income over the life of the asset. Depreciation is calculated for the following categories of property, plant and equipment as follows:

	In Europe/US	Outside Europe/US
Freehold buildings	25 years	10 years
Office equipment – computers	3 years	3 years
Office equipment – other	5 years	3 years

Depreciation on motor vehicles held in Europe is calculated at 25% on the reducing balance method. Depreciation on motor vehicles held elsewhere is calculated at 33.3% on the straight line method. No depreciation is charged on freehold land.

Within ActionAid International's restricted and unrestricted funds, separate reserves are identified which represent the net book value of its property, plant and equipment. This enables ActionAid International to better assess the liquid resources available to support future expenditure.

### Investments

Investments are classified according to the purpose for which they were acquired. ActionAid International designated its investments as "fair value through profit and loss" on IFRS adoption and will continue to do so. Under this method of accounting, investments are recorded at fair value in the statement of financial position and all changes in value are recognised in the surplus/deficit before other comprehensive income on the statement of comprehensive income. This designation has been made in accordance with paragraph 9 (b) (ii) of IAS 39 on the basis that the investments are held with a view to generating a total return over an extended period and that management measures this total return based upon total changes in fair value, in line with ActionAid International's established investment policies. As proceeds from disposals are generally reinvested, the distinction between changes in value crystallised by sale and those arising through adjustment to fair value is not considered meaningful. As all equities and bonds are main index stocks and traded on active, regulated

## Notes to the financial statements as at 31 December 2015 (continued)

### Cash and cash equivalents

Cash and cash equivalents as stated in the statement of cash flows include ActionAid International's cash balances and short term deposits. Short term bank deposits are funds not instantly accessible at the reporting date, where the deposits mature within three months of the reporting date.

### Pensions

ActionAid International operates a variety of pension and other post-employment benefits, and other post-employment benefit schemes, the costs of which are charged in the statement of comprehensive income as they accrue. None of these schemes is a defined benefit scheme.

### Foreign currencies

Items included in the accounting records of the entities comprising ActionAid International are measured using 'the functional currency', which is the currency of the primary economic environment in which each aggregated entity operates. The aggregated financial statements of ActionAid International are presented in Euros. This is 'the presentational currency' as it benefits the majority of stakeholders. Foreign currency transactions are translated into the functional currency using the rate of exchange ruling at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at yearend exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

On aggregation, income and expenditure denominated in currencies other than Euros are translated into Euros at an average rate for the year; assets and liabilities are translated using the rate of exchange ruling at the balance sheet date. Gains and losses on translation from functional to presentational currency are recognised in the other comprehensive income section of the statement of other comprehensive income before being transferred to the foreign currency translation reserve on the statement of changes in funds.

### Critical accounting estimates and judgements

Preparation of financial statements inherently involves a degree of estimation and the exercise of judgement. Estimates and judgements made are based upon past experience, expectations of future events and are believed reasonable under the circumstances. The following accounting treatment is subject to a significant degree of judgement:

- **Introduction of new Members into the aggregated financial statements.** As described in the basis of aggregation, because of the specific nature of the relationship between Members, the Board Members have adopted this policy that best reflects the substance of the evolution of ActionAid International.
- **Contingent liabilities.** ActionAid International receives funding from Members for various activities which are subject to donor audits. Although such audits may result in disallowance of certain expenditures, which would be absorbed by ActionAid International, in management's opinion, the ultimate outcome of such audits would not have a significant effect on the financial position, changes in net assets, or cash flows of ActionAid International.
- **Completeness of submissions from Members into the aggregated financial statements** As described in the basis of aggregation, the financial statements have been prepared from financial information supplied to ActionAid International by each member in a common agreed format. Given the nature of some of the countries in which ActionAid International operates, final audited financial information may not be available in time for the aggregation timetable, in which case the latest best available information is included.

## Notes to the financial statements as at 31 December 2015 (continued)

### 2. Income

	Restricted (€'000)	Unrestricted (€'000)	2015 Total (€'000)	Restated 2014 Total (€'000)
<b>2 (a) Committed giving:</b>				
Australia	450	1,893	<b>2,343</b>	2,023
Brazil	3,658	-	<b>3,658</b>	3,274
Denmark	142	1,459	<b>1,601</b>	1,338
France	31	500	<b>531</b>	465
Greece	5,324	2,408	<b>7,732</b>	7,905
India	470	-	<b>470</b>	436
Ireland	1,067	784	<b>1,851</b>	1,889
Italy	22,817	21,712	<b>44,529</b>	45,033
Nigeria	3	30	<b>33</b>	-
South Africa	10	3	<b>13</b>	-
Sweden	2,210	1,816	<b>4,026</b>	3,884
Thailand	-	43	<b>43</b>	-
Netherlands	15	788	<b>803</b>	690
UK	19,831	32,528	<b>52,359</b>	47,972
USA	116	146	<b>262</b>	212
	<b>56,144</b>	<b>64,111</b>	<b>120,255</b>	<b>115,121</b>
<u>High Value and Other Donors</u>				
UK Disasters Emergency Committee	5,591	-	<b>5,591</b>	4,108
Donations from companies, trusts and NGOs	12,962	-	<b>12,962</b>	10,516
Contribution from Ayuda en Acción	4,975	-	<b>4,975</b>	5,494
Other donations	6,978	2,224	<b>9,202</b>	8,204
	<b>86,650</b>	<b>66,335</b>	<b>152,985</b>	<b>143,443</b>
<b>2 (b) Institutional income:</b>				
Government of Denmark	23,649	5,419	<b>29,068</b>	34,903
Government of United Kingdom	4,102	5,848	<b>9,950</b>	7,377
European Union	9,945	229	<b>10,174</b>	8,244
United Nations - World Food Programme	3,847	-	<b>3,847</b>	1,725
Government of Netherlands	4,808	208	<b>5,016</b>	1,552
Government of Australia	3,173	-	<b>3,173</b>	4,075
Government of Ireland	762	79	<b>841</b>	1,306
Government of Italy	1,662	-	<b>1,662</b>	1,122
Government of Norway	1,539	-	<b>1,539</b>	482
All other governments	2,878	-	<b>2,878</b>	4,221
All other United Nations agencies	1,311	-	<b>1,311</b>	2,002
Other contributions from official bodies	15,657	409	<b>16,066</b>	10,519
	<b>73,333</b>	<b>12,192</b>	<b>85,525</b>	<b>77,528</b>

## Notes to the financial statements as at 31 December 2015 (continued)

### 2. Income (continued)

	Restricted (€'000)	Unrestricted (€'000)	2015 Total (€'000)	Restated 2014 Total (€'000)
<b>2 (c) Investment income:</b>				
Investment income*	-	519	<b>519</b>	578
Bank interest	279	100	<b>379</b>	524
<b>Total Investment Income</b>	279	619	<b>898</b>	1,102
*Investment income comprises of income from the investment portfolio from bonds and equity managed by Sarasin & Partners.				
<b>2 (d) Other income:</b>				
Realised foreign exchange gain /(losses)	(4,459)	264	<b>(4,195)</b>	(312)
Charitable trading	3	5,839	<b>5,842</b>	5,972
Other	1,748	365	<b>2,113</b>	(579)
<b>Total Other Income</b>	(2,708)	6,468	<b>3,760</b>	5,081

## Notes to the financial statements as at 31 December 2015 (continued)

### 3. Fundraising costs

	Restricted (€'000)	Unrestricted (€'000)	2015 Total (€'000)	Restated 2014 Total (€'000)
Committed giving costs	6,638	14,847	<b>21,485</b>	21,819
Cost of other donations	1,079	16,602	<b>17,681</b>	14,115
Cost of raising contributions from official bodies	642	1,642	<b>2,284</b>	2,275
<b>Cost of raising voluntary and official income</b>	<b>8,359</b>	<b>33,091</b>	<b>41,450</b>	<b>38,209</b>
Costs of fundraising trading	-	218	<b>218</b>	324
Investment management costs	9	-	<b>9</b>	123
	<b>8,368</b>	<b>33,309</b>	<b>41,677</b>	<b>38,656</b>
Support costs allocated to fundraising (Note 6)	-	8,292	<b>8,292</b>	8,802
<b>Total Fundraising costs</b>	<b>8,368</b>	<b>41,601</b>	<b>49,969</b>	<b>47,458</b>

## Notes to the financial statements as at 31 December 2015 (continued)

### 4. Programme costs by country

	Grants (€'000)	Direct Programme (€'000)	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
<b>Affiliates &amp; Associates</b>				
Australia	-	1,587	<b>1,587</b>	1,445
Bangladesh	2,080	1,871	<b>3,951</b>	3,423
Brazil	2,409	878	<b>3,287</b>	4,159
Denmark	-	25,400	<b>25,400</b>	29,112
France	8	652	<b>660</b>	536
Ghana	804	2,337	<b>3,141</b>	3,667
Greece	-	592	<b>592</b>	483
Guatemala	1,288	167	<b>1,455</b>	1,382
India	6,785	2,463	<b>9,248</b>	9,351
Ireland	-	137	<b>137</b>	101
Italy	194	3,728	<b>3,922</b>	3,512
Kenya	773	8,808	<b>9,581</b>	8,203
Malawi	1,600	4,000	<b>5,600</b>	4,768
Mozambique	1,288	1,717	<b>3,005</b>	3,133
Nepal	2,495	4,633	<b>7,128</b>	3,077
Netherlands	65	1,097	<b>1,162</b>	1,189
Nigeria	2,551	3,314	<b>5,865</b>	4,172
Sierra Leone	548	2,981	<b>3,529</b>	1,918
Sweden	-	535	<b>535</b>	358
Tanzania	184	1,212	<b>1,396</b>	1,450
Thailand	130	219	<b>349</b>	299
The Gambia	1,253	676	<b>1,929</b>	1,792
Uganda	1,707	3,604	<b>5,311</b>	6,627
UK	4,132	5,161	<b>9,293</b>	8,317
USA	-	1,149	<b>1,149</b>	772
Vietnam	769	1,773	<b>2,542</b>	2,029
Zambia	297	1,465	<b>1,762</b>	1,708
	31,359	82,154	<b>113,513</b>	106,984
<b>Country Programmes</b>				
Afghanistan	503	2,386	<b>2,889</b>	2,467
Burundi	421	859	<b>1,280</b>	1,031
Cambodia	1,294	651	<b>1,945</b>	1,763
China	420	190	<b>610</b>	813
DRC	649	1,424	<b>2,073</b>	1,380
Ethiopia	3,022	2,653	<b>5,675</b>	4,615
Haiti & DR	545	483	<b>1,028</b>	789
Lesotho	154	666	<b>820</b>	975
Liberia	1,055	1,585	<b>2,640</b>	1,144

## Notes to the financial statements as at 31 December 2015 (continued)

### 4. Programme costs by country (continued)

	Grants (€'000)	Direct Programme (€'000)	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
Myanmar	2,223	2,606	<b>4,829</b>	4,431
Pakistan	1,352	828	<b>2,180</b>	2,447
Palestine	-	1,609	<b>1,609</b>	1,078
Rwanda	1,275	757	<b>2,032</b>	1,333
Senegal	339	923	<b>1,262</b>	1,189
Somaliland	331	1,498	<b>1,829</b>	1,228
South Africa	722	1,115	<b>1,837</b>	1,880
Zimbabwe	1,125	1,277	<b>2,402</b>	2,222
	15,430	21,510	<b>36,940</b>	30,784
<b>Other:</b>				
AAI Secretariat	572	10,788	<b>11,360</b>	8,594
<b>All countries</b>	47,361	114,452	<b>161,813</b>	146,362

<b>Programme Expenditure - by Restriction</b>	Restricted	Unrestricted	2015 Total	Restated 2014 Total
Programme Expenditure	136,321	25,492	<b>161,813</b>	146,362
Support costs allocated to programme (Note 6)	15,555	21,437	<b>36,992</b>	29,816
<b>Total programme expenditure</b>	151,876	46,929	<b>198,805</b>	176,178

Grants represent programme costs through partners and local community groups while direct program expenditures are activities directly implemented by member countries.

## Notes to the financial statements as at 31 December 2015 (continued)

### 5. Governance costs

	Restricted (€'000)	Unrestricted (€'000)	2015 Total (€'000)	Restated 2014 Total (€'000)
Internal audit	517	274	791	757
External audit	358	439	797	837
Legal	89	158	247	394
Costs of governing bodies	790	1,216	2,006	938
	1,754	2,087	3,841	2,926
Support costs allocated to governance (Note 6)	-	735	735	704
<b>Total governance costs</b>	1,754	2,822	4,576	3,630

External auditors' remuneration included in governance costs was:

	2015 Total (€'000)	Restated 2014 Total (€'000)
Audit of aggregated financial statements	100	117
Audit of International Secretariat hubs	13	19
Other audit work - Other auditors	684	701
	797	837

During 2015, ActionAid changed auditors for the Aggregation, International Secretariat and a number of countries to EY, the comparative costs for 2014 relate to the former auditors Buzzacott for the Aggregated accounts.

## Notes to the financial statements as at 31 December 2015 (continued)

### 6. Support costs

Support costs represent expenditure incurred on management and the provision of the facilities and services that enable the fundraising, programme and governance activities to be carried out efficiently. The costs of that work are apportioned to those three expenditure headings on the basis of head count.

	Restricted (€'000)	Unrestricted (€'000)	2015 Total (€'000)	Restated 2014 Total (€'000)
Local management	2,277	2,406	<b>4,683</b>	3,975
Communications	461	3,886	<b>4,347</b>	1,111
Finance	2,882	5,733	<b>8,615</b>	7,529
Human resources	2,562	2,612	<b>5,174</b>	5,779
Impact assessment support	842	1,563	<b>2,405</b>	916
Information technology	1,054	3,863	<b>4,917</b>	4,560
Office administration	4,071	3,322	<b>7,393</b>	8,501
Organisational development	168	4,363	<b>4,531</b>	2,875
Property	1,239	2,716	<b>3,955</b>	4,076
<b>Total support costs</b>	15,555	30,464	<b>46,020</b>	39,322
Allocated to fundraising	-	8,292	<b>8,292</b>	8,802
Allocated to programme	15,555	21,437	<b>36,992</b>	29,816
Allocated to governance	-	735	<b>735</b>	704
<b>Total support costs</b>	15,555	30,464	<b>46,020</b>	39,322

## Notes to the financial statements as at 31 December 2015 (continued)

<b>7. Employees</b>	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
<b>The average number of employees throughout the year was:</b>		
Programme	1,353	1,371
Support	1,098	1,084
Fundraising	523	437
Governance	46	57
	<b>3,020</b>	<b>2,949</b>
<b>Total remuneration of employees was:</b>		
Salaries, wages and other benefits	69,513	62,925
Payroll taxes	6,408	5,549
Pension contributions	5,200	3,368
	<b>81,121</b>	<b>71,842</b>
<b>The emoluments of the International Directors, the senior executive management team, comprise the following:</b>		
Salaries	807	688
Pension contributions	73	68
Other benefits (housing, school fees, relocation payments)	99	33
Tax paid on behalf of employees	48	26
Accumulated one-off entitlements on the ending of fixed term contracts	-	144
	<b>1,027</b>	<b>959</b>

The Chief Executive of the ActionAid International Secretariat received the following remuneration in 2015: salary €175,725 (2014: €115,928), pension contributions €17,507 (2014: €11,602) and housing and other allowances €20,745 (2014: €6,889).

The Chief Executive costs for 2015 are higher than 2014 which were 9 months from April to December 2014, with 2015 reflecting a full year.

In the course of normal employment arrangements, payments of expenses are made on behalf of Directors which are then reimbursable. At 31 December 2015, amounts were outstanding from 5 International Directors (2014: 4) which amounted to €13,631 (2014: €16,074).

### 8. Trustee remuneration

No remuneration or other payments have been made to the Board or Committee Members of ActionAid International for their services as Board or Committee members or for other services provided to the organisation in 2015 (2014: € nil).

Directly incurred expenses are reimbursed, if claimed, and in 2015, this amounted to €67,632 for travel and accommodation relating to Board and Committee meetings (2014: € 56,358).

## Notes to the financial statements as at 31 December 2015 (continued)

### 9. Property, plant & equipment

	Freehold property (€'000)	Office equipment (€'000)	Motor vehicles (€'000)	2015 Total (€'000)
<b>Cost</b>				
At 1 January 2015	9,226	8,023	10,692	27,941
Foreign exchange differences	(510)	379	556	425
Additions	1,270	352	1,199	2,821
Disposals	(77)	(88)	(598)	(763)
<b>At 31 December 2015</b>	<b>9,909</b>	<b>8,666</b>	<b>11,849</b>	<b>30,425</b>
<b>Depreciation</b>				
At 1 January 2015	712	6,418	9,480	16,610
Foreign exchange differences	53	438	488	979
Charge for year	136	441	756	1,333
Disposals	(20)	(58)	(257)	(335)
<b>At 31 December 2015</b>	<b>881</b>	<b>7,239</b>	<b>10,467</b>	<b>18,587</b>
<b>Net book value</b>				
<b>At 31 December 2015</b>	<b>9,028</b>	<b>1,427</b>	<b>1,382</b>	<b>11,838</b>
At 31 December 2014 (restated)	8,514	1,605	1,212	11,331

### 10. Financial assets and liabilities

ActionAid International's main financial instruments comprise investments, cash at bank and short term receivables and payables. ActionAid International does not engage in speculative arrangements or trade in financial instruments. The Board of ActionAid International has a duty to maximise the benefit to poor people delivered through the resources it raises and to manage any risks to these resources that may arise from movements in market prices for financial instruments, changes in currency or interest rates. Funds are raised from individual supporters and other donors in a variety of currencies, principally Euros, British Pounds and US and Australian Dollars, and ultimately expended in those currencies and in the currencies in use in the countries in which ActionAid International operates.

#### Financial assets:

##### *Initial recognition and measurement*

Financial assets are classified, at initial recognition, as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, financial assets, as appropriate. All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Organisation commits to purchase or sell the asset.

## Notes to the financial statements as at 31 December 2015 (continued)

### *Subsequent measurement*

For purposes of subsequent measurement, financial assets are classified in two categories:

- Financial assets at fair value through profit or loss
- Loans and receivables

### *Financial assets at fair value through profit or loss*

Financial assets at fair value through profit or loss include financial assets held for trading and financial assets designated upon initial recognition at fair value through profit or loss. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value presented as finance costs (negative net changes in fair value) or finance income (positive net changes in fair value) in the statement of profit or loss.

**Capital Management:** ActionAid International has €78m of liquid funds and €16m has been invested on a long term basis. Investments in equities and bonds are all in mainstream products on active, regulated exchanges. The portfolio is valued at the year-end using market prices. The remaining cash is held on deposit with mainstream banks or in short term financial instruments to be available within periods of between one day and three months.

**Management of financial risk:** ActionAid International is exposed to risks, both through the assets chosen for investment and through operations in various countries with different currencies. These risks, and the methods of managing them, are described below:

**Investment risk:** The investment objectives of the long term investments set out above are contained in ActionAid International's investment policy. The objective is to achieve a higher rate of income (in the form of distributions and interest) than achieved on liquid assets whilst benefiting from capital growth. Risks arising from individual stock selection are managed through holding a portfolio of equities. The return on bonds is fixed in cash terms for the period that the bonds are held, but the fair value varies with changes in prevailing interest rates as well as market preferences between asset classes. The risks to bonds and equities are managed through the employment of professional fund managers mandated to manage the portfolio on an active basis. Short term bank deposits are at prevailing rates of interest and have maturities of less than three months. The exposure to interest rate risks from these deposits is not considered material.

**Exchange rate risk:** Currency risk is defined as the risk that movements in foreign exchange rates adversely affect the value of the Company's foreign currency positions. The latter is exposed with respect to foreign currency arising from trading in foreign currency and acceptances. In order to ensure adequacy of foreign exchange requirements, foreign currency cash flow forecasts are prepared regularly, expenses monitored and actions taken accordingly. The majority of ActionAid International's reserves are held as cash or short term deposits, as set out in the statement of financial position. Cash balances are held in a number of currencies, predominantly British Pounds, Euros, US and Australian Dollars. Exposure to exchange rate risk is managed through the reserves policy, not through the use of hedging instruments. Currencies are held broadly in proportion to the currencies of ActionAid International's income. Exposure to the impact of exchange rate

## Notes to the financial statements as at 31 December 2015 (continued)

movements in the local currencies of the developing countries where we work is reduced by retaining balances in relatively stable currencies until needed for expenditure in country. Receivables and payables set out in notes 12 and 13 are denominated in a number of currencies. Exchange risk relating to these balances is managed in the manner described above in relation to cash and deposits.

*Foreign Currency Sensitivity:* The following table illustrates the sensitivity to a reasonably possible change in Euro and GBP exchange rates with all other variables held constant. The impact on the net surplus (deficit) is due to effect of changes in income and expenditure. The movement on reserves (funds) is a result of a change in fair value of monetary assets and liabilities.

	change in GBP rate	Effect on net surplus (€'000)	Effect on funds (reserves) (€'000)	change in USD rate	Effect on net surplus (€'000)	Effect on funds (reserves) (€'000)
2015	5%	(475)	4,506	5%	(527)	4,915
	-5%	475	(4,506)	-5%	527	(4,915)
2014	5%	152	4,899	5%	157	5,660
	-5%	(152)	(4,899)	-5%	(157)	(5,660)

### Concentration of assets & liabilities by currency

<b>As at 31 December 2015</b>	Euro (€'000)	GBP (€'000)	US Dollars (€'000)	Others (€'000)	<b>Total (€'000)</b>
<i>Assets</i>					
Cash and cash equivalents	26,851	17,523	8,776	20,343	<b>73,493</b>
Receivables	2,428	6,220	3,369	13,531	<b>25,548</b>
Investments	-	16,043	-	-	<b>16,043</b>
	<b>29,279</b>	<b>39,787</b>	<b>12,145</b>	<b>33,874</b>	<b>115,085</b>
<i>Liabilities</i>					
Payables and accruals	10,906	5,870	121	17,590	<b>34,487</b>
Other liabilities	-	-	-	4,708	<b>4,708</b>
	<b>10,906</b>	<b>5,870</b>	<b>121</b>	<b>22,298</b>	<b>39,195</b>

## Notes to the financial statements as at 31 December 2015 (continued)

**Liquidity Risk:** Liquidity risk is the risk that ActionAid will not be able to meet its financial obligations as they fall due. ActionAid units, including members and the International secretariat, ensure that financial commitments across the Federation are met. This is done by ensuring that all units produce cash inflow and outflow forecasts on a monthly and annual basis. The carrying value of payables approximate their fair value.

**Credit Risk:** Credit risk is the risk that supporters and donors will cause a financial loss to ActionAid by failing to discharge their obligations. The income and amounts due from donors overwhelmingly relate to major institutional and corporate donors, and the associated credit risk is therefore considered to be low. There are no external borrowings, and processes are in place to monitor cash flows in order to minimise liquidity risk, in conjunction with our reserves and Investment policies described above.

The maximum exposure to credit risk is represented by the carrying amounts of financial assets as indicated on the Statement of financial position. There are no financial assets past due or impaired. The carrying value of all cash and cash equivalent balances and receivables approximate their fair value.

The table below summarises the maturity profile of ActionAid's liability based on contractual undiscounted payments.

<b>Year ended 31 December 2015</b>	On demand (€'000)	Less than 3 months (€'000)	3-12 month (€'000)	1-5 years (€'000)	>5 years (€'000)	<b>Total (€'000)</b>
Loan payable		54	354	1,988	8,511	<b>10,907</b>
Trade payables and accruals		15,604				<b>15,604</b>
Amounts due to employees			4,168			<b>4,168</b>
	-	15,658	4,522	1,988	8,511	<b>30,679</b>
<b>Year ended 31 December 2014</b>	On demand (€'000)	Less than 3 months (€'000)	3-12 month (€'000)	1-5 years (€'000)	>5 years (€'000)	Total (€'000)
Loan payable		54	306	1,914	8,784	<b>11,058</b>
Trade payables and accruals		20,707				<b>20,707</b>
Amounts due to employees			5,792			<b>5,792</b>
	-	20,761	6,098	1,914	8,784	<b>37,557</b>

## Notes to the financial statements as at 31 December 2015 (continued)

### 11. Investments

<i>(a)</i>	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
Market value at 1 January 2015	<b>13,710</b>	12,362
Foreign Exchange differences	<b>852</b>	688
Additions	<b>612</b>	1,324
Disposals	<b>(439)</b>	(1,232)
Net investment (loss)/gain	<b>(169)</b>	568
<b>Market value at 31 December 2015</b>	<b>14,567</b>	13,710
Cash held for investment	<b>1,476</b>	1,395
Market value at 31 December 2015	<b>16,043</b>	15,105
<i>b) The market value is represented by</i>		
Equities	<b>12,516</b>	10,720
Bonds	<b>3,143</b>	2,990
	<b>15,659</b>	13,710
Cash	<b>384</b>	1,395
<b>Total</b>	<b>16,043</b>	15,105

### 12. Receivables

	Restricted (€'000)	Unrestricted (€'000)	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
Amounts due from official bodies	8,451	433	<b>8,884</b>	5,260
Other receivables and prepayments	8,379	6,302	<b>14,681</b>	12,387
Tax recoverable	80	940	<b>1,020</b>	2,199
Amounts due from employees	844	119	<b>963</b>	919
<b>Total receivables</b>	17,754	7,794	<b>25,548</b>	20,765

Amounts due from employees represent floats, allowances and loans to employees. These amounts generally do not bear interest and they are generally payable in 30 days.

None of the above receivables are past due and therefore no allowance for doubtful receivables was required. Amounts due from official bodies refer to amounts due from donors in accordance with the terms specified by the donors in the donor agreements.

## Notes to the financial statements as at 31 December 2015 (continued)

### 13. Payables

<i>Amounts falling due within one year:</i>	Restricted (€'000)	Unrestricted (€'000)	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
Loan payable*	-	186	<b>186</b>	183
Trade payables and accruals	7,550	8,054	<b>15,604</b>	16,187
Amounts due to employees**	3,143	1,025	<b>4,168</b>	5,792
Taxation and social security	898	1,962	<b>2,860</b>	1,929
Deferred income	9,172	1,024	<b>10,196</b>	1,481
<b>Total payables</b>	20,763	12,251	<b>33,014</b>	25,572
Amounts falling due more than one year	-	6,180	<b>6,180</b>	6,470

\* Loan payable represents a loan that was acquired for purchase of property. The loan is repayable over five years with interest of 4.25% per annum.

\*\* Amounts due to employees include accruals of gratuities and other long term employee benefits.

## Notes to the financial statements as at 31 December 2015 (continued)

### 14. Analysis of fund balances

	Restricted		Unrestricted		2015 Total (€'000)
	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	
At 1 January 2015 (restated)	63,571	2,451	20,719	8,880	95,621
Net movement in funds	(13,448)	783	5,048	(276)	(7,893)
<b>At 31 December 2015</b>	50,123	3,234	25,767	8,604	87,728
<b>Represented by:</b>					
Property, plant and equipment	-	3,234	-	8,604	11,838
Investments	11,826	-	4,217	-	16,043
Current assets	59,162	-	39,880	-	99,042
Current liabilities	(20,865)	-	(18,330)	-	(39,195)
	50,213	3,234	25,767	8,604	87,728

	Restricted		Unrestricted		Restated 2014 Total (€'000)
	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	
At 1 January 2014	61,584	1,742	27,125	1,337	91,788
Net movement in funds	1,987	709	(6,406)	7,543	3,833
<b>At 31 December 2014</b>	63,571	2,451	20,719	8,880	95,621
<b>Represented by:</b>					
Property, plant and equipment	-	2,451	-	8,880	11,331
Investments	14,963	-	142	-	15,105
Current assets	61,692	-	39,534	-	101,226
Current liabilities	(13,084)	-	(18,957)	-	(32,041)
	63,571	2,451	20,719	8,880	95,621

## Notes to the financial statements as at 31 December 2015 (continued)

<b>15. Movements in funds - current year</b>	Restated at 1 January 2015 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	At 31 December 2015 (€'000)
<b>Affiliates &amp; Associates</b>							
Australia	5,050	5,802	(3,589)	(2,749)	-	(1,896)	<b>2,618</b>
Bangladesh	680	5,161	(4,795)	(356)	(2)	260	<b>948</b>
Brazil	668	5,985	(5,636)	132	(520)	294	<b>923</b>
Denmark	4,891	37,569	(28,355)	(7,496)	(1 358)	(2,725)	<b>2,526</b>
France	126	1,057	(1,387)	451	-	(6)	<b>241</b>
Ghana	1,855	3,856	(4,205)	(234)	-	(179)	<b>1,093</b>
Greece	785	8,162	(3,047)	(5,275)	-	223	<b>848</b>
Guatemala	1,342	1,848	(1,915)	(139)	-	(27)	<b>1,109</b>
India	5,713	10,315	(12,034)	(493)	(143)	(129)	<b>3,229</b>
Ireland	576	2,739	(830)	(1,864)	(44)	276	<b>853</b>
Italy	6,514	47,892	(18,077)	(24,349)	(4,721)	(542)	<b>6,717</b>
Kenya	3,179	11,179	(11,599)	(76)	-	(781)	<b>1,902</b>
Malawi	2,306	6,172	(6,620)	(146)	(21)	99	<b>1,789</b>
Mozambique	872	3,483	(3,762)	76	-	(16)	<b>653</b>
Nepal	2,208	8,527	(7,613)	(235)	(13)	285	<b>3,159</b>
Netherlands	337	2,792	(2,317)	(399)	-	(100)	<b>313</b>
Nigeria	3,269	5,437	(7,307)	110	-	509	<b>2,018</b>
Sierra Leone	1,895	4,833	(4,364)	(229)	(37)	(465)	<b>1,633</b>
Sweden	9	4,436	(2,727)	(1,498)	(107)	(10)	<b>103</b>
Tanzania	576	2,147	(2,152)	43	-	(188)	<b>426</b>
Thailand	616	286	(752)	542	(1)	27	<b>718</b>
The Gambia	1,466	3,969	(2,821)	(136)	-	101	<b>2,579</b>
Uganda	3,166	6,191	(6,383)	(219)	(45)	204	<b>2,914</b>
UK	16,108	90,931	(30,975)	(49,689)	(6,799)	2,082	<b>21,658</b>
USA	1,141	4,196	(1,924)	(2,559)	(51)	3,432	<b>4,235</b>
Vietnam*	2,456	2,176	(3,383)	(54)	-	172	<b>1,367</b>
Zambia	1,115	2,095	(2,063)	(15)	(9)	80	<b>1,203</b>
	68,919	289,236	(180,632)	(96,856)	(13,871)	980	<b>67,775</b>
<b>Country Programmes</b>							
Afghanistan	506	4,624	(3,430)	(66)	-	348	<b>1,982</b>
Burundi	344	1,599	(1,885)	249	-	23	<b>330</b>
Cambodia	1,853	2,069	(2,352)	(149)	-	119	<b>1,540</b>
China	900	74	(957)	616	-	35	<b>668</b>
DRC	933	1,318	(2,736)	472	-	71	<b>58</b>
Ethiopia	3,759	4,995	(6,286)	(297)	(7)	160	<b>2,324</b>
Haiti & DR	369	1,468	(1,516)	394	-	17	<b>732</b>
Lesotho	508	1,215	(1,089)	1	-	31	<b>666</b>
Liberia	1,218	1,738	(3,118)	509	(4)	57	<b>400</b>

## Notes to the financial statements as at 31 December 2015 (continued)

<b>15. Movements in funds - current year (continued)</b>	Restated at 1 January 2015 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	At 31 December 2015 (€'000)
Myanmar	2,875	4,476	(5,664)	194	(63)	195	<b>2,013</b>
Pakistan	1,430	2,513	(2,952)	(234)	-	97	<b>854</b>
Palestine	263	2,095	(2,079)	428	-	9	<b>716</b>
Rwanda	838	2,049	(2,502)	87	-	57	<b>529</b>
Senegal	253	1,814	(1,604)	77	(130)	144	<b>554</b>
Somaliland	1,271	1,844	(2,238)	424	-	104	<b>1,405</b>
South Africa	528	1,685	(3,095)	1,228	(4)	10	<b>352</b>
Zimbabwe	512	3,090	(3,267)	(45)	-	32	<b>322</b>
	18,360	38,666	(46,770)	3,888	(208)	1,509	<b>15,445</b>
AAI Secretariat	8,342	5,482	(25,948)	(8,758)	14,089	11,291	<b>4,497</b>
Aggregation Adj	-	(90,214)	(0)	101,726	(10)	(11,492)	<b>10</b>
	8,342	(84,732)	(25,948)	92,968	14,079	(202)	<b>4,507</b>
<b>Total</b>	95,621	243,169	(253,350)	-	-	2,287	<b>87,728</b>

\*During the year Vietnam changed affiliation status from country programme to an associate.

Country Programme funds represent funds raised for or allocated to individual Country Programmes and/or projects within those countries. Transfers represent allocations to or from Country Programmes of funds where restrictions allow trustee discretion to their allocation and also funds raised by one part of ActionAid International for activity in another part. The gains on investment and foreign exchange include net unrealised foreign gains and losses which occur when our reserves are translated into Euros.

## Notes to the financial statements as at 31 December 2015 (continued)

<b>15. Movements in funds - prior year</b>	At 1 January 2014 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	At 31 December 2014 (restated) (€'000)
<b>Affiliates &amp; Associates</b>							
Australia	5,462	5,354	(3,398)	(2,509)	-	141	<b>5,050</b>
Bangladesh	1,343	3,791	(4,315)	(235)	(36)	133	<b>681</b>
Brazil	(91)	7,810	(7,104)	217	(320)	156	<b>668</b>
Denmark	4,101	36,968	(31,449)	(7,148)	-	2,419	<b>4,891</b>
France	142	880	(1,216)	359	-	(39)	<b>126</b>
Ghana	1,570	4,583	(4,510)	300	(17)	(71)	<b>1,855</b>
Greece	739	8,322	(2,774)	(5,500)	(20)	18	<b>785</b>
Guatemala	1,015	2,397	(2,004)	(143)	(10)	87	<b>1,342</b>
India	6,062	10,517	(11,714)	118	(87)	817	<b>5,713</b>
Ireland	239	3,298	(824)	(2,140)	(44)	47	<b>576</b>
Italy	5,947	49,309	(18,377)	(25,348)	(4,804)	-	<b>6,514</b>
Kenya	3,424	9,840	(9,973)	(269)	(29)	186	<b>3,179</b>
Malawi	3,611	4,065	(5,495)	(97)	(29)	251	<b>2,306</b>
Mozambique	1,143	3,510	(3,867)	40	-	46	<b>872</b>
Nepal	2,143	3,669	(3,534)	(179)	(12)	121	<b>2,208</b>
Netherlands	242	2,783	(2,136)	(561)	-	9	<b>337</b>
Nigeria	1,756	6,579	(5,620)	465	-	89	<b>3,269</b>
Sierra Leone	1,608	2,643	(2,499)	(58)	(10)	211	<b>1,895</b>
Sweden	(336)	4,022	(2,148)	(1,700)	-	171	<b>9</b>
Tanzania	345	2,181	(2,117)	139	(2)	30	<b>576</b>
Thailand	699	20	(515)	372	-	40	<b>616</b>
The Gambia	1,211	2,826	(2,489)	(135)	(22)	75	<b>1,466</b>
Uganda	4,693	5,842	(7,439)	(168)	(24)	262	<b>3,166</b>
UK	15,211	77,218	(24,611)	(45,315)	(8,682)	2,287	<b>16,108</b>
USA	1,212	3,188	(1,565)	(1,694)	(119)	119	<b>1,141</b>
Zambia	883	2,258	(2,031)	(52)	-	57	<b>1,115</b>
	64,374	263,873	(163,724)	(91,241)	(14,267)	7,662	<b>66,464</b>
<b>Country Programmes</b>							
Afghanistan	360	3,213	(3,008)	(53)	(16)	11	<b>506</b>
Burundi	454	1,343	(1,499)	31	-	15	<b>344</b>
Cambodia	1,410	2,505	(2,077)	(79)	(2)	97	<b>1,853</b>
China	857	607	(1,098)	479	-	55	<b>900</b>
DRC	529	1,610	(1,917)	671	-	40	<b>933</b>
Ethiopia	2,542	6,334	(5,259)	(248)	(9)	400	<b>3,760</b>
Haiti & DR	99	1,452	(1,302)	103	-	17	<b>369</b>
Lesotho	680	1,054	(1,242)	(17)	-	33	<b>508</b>
Liberia	182	2,459	(1,606)	457	(12)	(262)	<b>1,218</b>

## Notes to the financial statements as at 31 December 2015 (continued)

<b>15. Movements in funds - prior year (continued)</b>	At 1 January 2014 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	<b>At 31 December 2014 (€'000)</b>
Myanmar	1,928	5,497	(5,115)	454	(27)	138	<b>2,875</b>
Pakistan	1,496	2,977	(2,925)	(205)	-	87	<b>1,430</b>
Palestine	-	1,012	(1,291)	101	-	441	<b>263</b>
Rwanda	593	1,864	(1,700)	37	-	44	<b>838</b>
Senegal	370	1,873	(1,871)	(50)	-	(69)	<b>253</b>
Somaliland	772	1,679	(1,620)	382	-	57	<b>1,271</b>
South Africa	438	1,730	(2,448)	789	-	19	<b>528</b>
Vietnam	1,806	2,902	(2,524)	158	(7)	121	<b>2,456</b>
Zimbabwe	649	2,819	(2,937)	(48)	-	30	<b>512</b>
	15,165	42,932	(41,441)	2,961	(74)	1,271	<b>20,815</b>
							-
AAI Secretariat	12,249	12,512	(22,101)	(2,234)	14,446	(6,530)	<b>8,342</b>
Central Adj	-	(92,163)	-	90,514	(105)	1,542	-
	12,249	(79,651)	(22,101)	88,280	14,341	(4,988)	<b>8,342</b>
<b>Total</b>	91,788	227,154	(227,266)	0	(0)	3,945	<b>95,621</b>

## Notes to the financial statements as at 31 December 2015 (continued)

### 16. International Secretariat costs

The following table reflects the costs of the International Secretariat reflecting Programme, Support, Governance and Fundraising that are included in the aggregated results.

	Restricted (€'000)	Unrestricted (€'000)	<b>2015 Total (€'000)</b>	Restated 2014 Total (€'000)
Programme	3,159	4,509	<b>7,668</b>	8,594
Support	650	10,526	<b>11,176</b>	9,769
Governance	71	867	<b>938</b>	781
Fundraising	10	2,463	<b>2,473</b>	2,162
<b>Total</b>	<b>3,889</b>	<b>18,366</b>	<b>22,255</b>	21,306

The Key roles of the International Secretariat, as per AAI constitution include, among others:

- Managing the development and implementation of and compliance with the Federation's mission, strategies and policies
- Managing international or multi country programs
- Managing international advocacy, research, policy development, public education and campaigning
- Managing the finances of the Association under responsibility of the Treasurer
- Ensuring accountability, learning, planning, performance and impact monitoring, review and assessment system are established and operate in line with mission, values and strategy
- Providing support to the International Board and Assembly

### 17. Related party transactions

The Board Members are not aware of any related party transactions which require disclosure under IAS 24 other than disclosures related to transactions with Board and Committee Members and senior management, which are set out in *Notes 6 and 7* of the financial statements.

## Notes to the financial statements as at 31 December 2015 (continued)

### 18. Prior period adjustment

The financial statements have been prepared on a basis of aggregation from financial information supplied to ActionAid International by each constituent entity, and include all associate and affiliate members. Two affiliate members made adjustments at a local level to the 2014 results after they've submitted their reporting packs. These unadjusted reporting packs were used for aggregation purposes to determine the final 2014 aggregated results.

The 2014 amounts are restated in the current financial year to reflect correctly the adjusted reporting packs. The adjustments related to the following:

#### *Malawi:*

Malawi, an affiliate member, had previously reported that all income earned in the period was recognised as income in the statement of aggregated income. However, following a country audit it was reported that some of the income should have been accounted for as deferred income resulting in a prior period adjustment during 2015.

In addition to this error, other audit adjustments were identified and therefore passed as a prior period adjustment in 2015.

The adjustment affected the following items in the financial statements:

Adjustments mainly due to deferred income issue:

- Decrease in other income of 786K Euros
- Increase in payables of 786K Euros

Other audit adjustments

- Increase in program expenditure of 673K Euros
- Decrease in the cash and cash equivalents of 104K Euros \*
- Decrease in receivables of 1,475K Euros
- Decrease in other income of 905K Euros

\*An incorrect exchange rate was used to convert cash and cash equivalents on the pack used for aggregation in 2014.

#### *Denmark:*

Denmark, an affiliate member, had incorrectly allocated the loan payable as a current liability instead of a non-current liability in the 2014 reporting pack used for aggregation purposes.

In order to correct this, a prior period reclassification adjustment is required as follows:

- Decrease in Current liabilities (Payables) of 4,504K Euros
- Increase in Non-current liabilities (Loan payable) of 4,504K Euros

## Notes to the financial statements as at 31 December 2015 (continued)

The prior year comparatives have been restated and the total effect is set out as below:

	31 December 2014 (€'000)
<b>Impact on equity (increase/[decrease] in equity)</b>	
Receivables	(1,475)
Cash and bank	(104)
<b>Total current assets</b>	(1,579)
<b>Current liabilities</b>	
Payables	(3,718)
<b>Non-current liabilities</b>	
Loan payable	4,504
<b>Total liabilities</b>	786
<i>Net impact on equity</i>	(2,365)
<b>Impact on statement of comprehensive income (income/(decrease) in profit)</b>	
Other income	(1,691)
Programme expenditure	674
<i>Net impact on surplus/deficit</i>	(2,365)
<b>Cash flow statement</b>	<b>Impact on cash flow</b>
<b>Net surplus/(deficit) before transfers and investment gains/(losses)</b>	(2,365)
Increase in receivables	1,475
Increase in payables	786
<b>Net increase in cash and cash equivalents</b>	(104)

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**Registration number:** 27264198

ActionAid International Secretariat is incorporated  
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**Registration number:** 2004/007/117/10