

International Secretariat Plan

2011

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1. Introduction and priorities

2011 is a year in which the AAI seeks to build a focus with limited secretariat resources. It is a year in which we want to really consolidate and leverage our joint efforts to deliver on the International Strategy. Based on the responses to a survey of key staff in July 2010 as well as agreements from the Johannesburg meeting of theme heads, national policy heads and regional policy coordinators and programme coordinators, it was decided that AAI should focus on three programme and policy priorities for 2011;

- a. Tackling food insecurity with women farmers in an era of climate change;
- b. Building national development strategies that deliver human rights for all; and
- c. Building our own capacity to deliver on our Human Rights based approaches

2. Why these priorities?

These areas have been prioritized based on the following;

a) Food, farmers and climate / HungerFree

Food insecurity is at an all-time high with close to one billion people hungry. Climate change is making global harvests increasingly unpredictable – but after two decades of liberalization and privatization of agriculture, most poor countries have become import dependent. National contexts demand different policy responses, but across all countries, AAI is demanding a long term solution.

b) National Development Strategies

The financial crisis has undermined public confidence in market-driven, private-sector led models, challenging ActionAid and partners to put forward alternative models: a ‘positive vision’ that can create sustainable growth while also promoting gender equality and economic justice. Space to experiment with alternatives can also open up during post-disaster reconstruction. The NDS initiative aims to create positive propositions through participatory bottom-up processes, as well as rigorous research that pulls together what we have learned from our rights-based work across six themes.

c) HRBA and Campaigning Capacity Building

The handbook on ActionAid’s HRBA and the campaigns vision will be rolled out in 2011-12 through a unified 18 month capacity-building programme, covering the three major elements of our HRBA approach to programming: empowerment, solidarity and influencing. This initiative will encompass a range of activities, such as training, coaching and staff exchanges. Its foundation will be a core ‘curriculum’ designed to build coherence between empowerment and influencing work at both local and national levels. Beyond this core, there will be flexibility to focus on national or local programming on specific issues or country contexts. The capacity building process will be supported by the secretariat, but countries are expected to develop an organised, systematic and deliberate national capacity development strategy that relates to mission priorities.

3. International Secretariat 2011 Plan figures

	Unrestricted 2011 Budget in £'000	Restricted 2011 Budget in £'000	Transfer (net) 2011 Budget in £'000	Total 2011 Budget in £'000	Unrestricted Old 2011 Budget in £'000	Unrestricted 2010 Budget in £'000	Unrestricted 2010 Forecast in £'000
Africa – EASA	998	-	-	998	1,042	1,033	1,023
Africa – WACA	1,017	-	-	1,017	968	959	810
Asia	947	-	-	947	1,007	921	840
Americas	470	272	-	742	470	459	435
Europe	752	42	-	794	703	712	711
New Countries	255	-	-	255	243	218	223
Imp. Assessment & Shared Learning	891	-	-	891	647	632	500
International Fundraising & Comms	2,355	-	-	2,355	2,334	2,300	2,106
Directorate	717	-	-	717	850	848	658
Organisation Development & Gov.	1,424	-	-	1,424	1,660	1,143	1,037
Finance	1,277	-	-	1,277	1,181	1,177	1,279
Information Technology	983	-	-	983	881	838	837
Policy and Campaigns	790	34	-	824	785	785	762
Knowledge Initiative	0	-	-	0	158	148	149
Women's Rights	604	77	200	881	614	609	576
Education	464	597	1,337	2,398	514	364	363
Human Security	504	823	312	1,639	551	527	482
Food Rights	395	392	-	787	444	445	372
HIV and AIDS	203	-	-	203	191	191	154
Just and Democratic Governance	-	1,612	-	1,612	100	86	86
Strategic Crisis Programme	-	-	1,358	1,358			
Gates Project		626	-	626			
Sub TOTAL	15,046	4,475	3,207	22,728	15,343	14,395	13,403
Add: One-off activities							
RAF Investment Plans	833	-	-	833	0	0	0
Affiliate Merger Costs	33	-	-	-33	33	77	58
MIS project	457	-	-	457	0	225	168
Taking Stock 3 Project	255	-	-	255	0	128	271
Finance move to Johannesburg	389	-	-	389	300	0	11
Sub TOTAL	1,967	-	-	1,967	333	430	508
TOTAL	17,013	4,475	3,207	24,695	15,676	14,826	13,909

Notes:

Unrestricted Funds are funds will be provided from AAI general funds

Restricted Funds are generally provided by donors

Transfers represent funds earmarked for transfer to Net Spending Units (NSUs)

Plan Narratives

The total planned expenditure for the International Secretariat for 2011 is £24m which is made up of £17m of expenditure from Unrestricted Funds, £4m expenditure from Restricted Income and £3m worth of transfers.

Unrestricted Expenditure

This is the most significant expenditure for the International Secretariat as it is made out of limited unrestricted funds. The amount of £17m represents an increase of 13% over the 2010 budget for Unrestricted Expenditure. The increase is mainly due to the one-off activities planned for 2011 without which the 2011 budget will be at par with the 2010 figures. The forecast expenditure for 2010 is £13.9m.

As unrestricted funds continue to be limited we will continue to review the plan to see where savings can be made

Restricted Expenditure

The Restricted expenditure for 2011 stands at £4.5m and is significantly less than the £7.7m that was budgeted for in 2010.

Income Sources

The Unrestricted Funds projection for 2011 is £13.9m made up of income from the following;

United Kingdom	£8.3
Italy	£4.4
Greece	£0.2
Net Spending Units	£1.0

Out of the available Unrestricted Income of £13.9m, a grant of £1.8m will be made to the Net Contributing Units in 2011 which leaves a balance of £12.1m worth of Unrestricted Income available. As the planned Unrestricted Expenditure for 2011 is £17m, 2011 will be another year in which a deficit exists. The deficit for 2011 is however considerably larger than that of 2010. It is anticipated that actual expenditure levels will fall short of planned expenditure in 2011 thereby absorbing most of the income deficit and preventing the use of a major portion of unrestricted reserves.

4. Summary of key activities in IS plans for 2011

4.1 REGIONAL OFFICES

4.1.1 Africa- EASA

For 2011 there are four key areas of focus for EASA. They are as follows;

1. Regional Policy work in partnership with Pan-African Civil society organisations

- Regional advocacy processes and monitoring implementation of CAADP commitments in countries in the region.
- Partnerships with CCAP-AU, Africa Social Protection Platform and Pan-African Farmers Forum to increase civil society participation and influence in AU policy and decision making processes.
- Policy and advocacy initiatives on Economic Justice (development finance - financing of agriculture, education, HIV/AIDS, climate change mitigation; LDC Watch mobilisation in EASA)

2. Internationalisation - Associate and Affiliate Development in EASA Region

- Support affiliate review in Malawi, progression to associate status in Mozambique, South Africa, board development processes in Tanzania and Zambia.
- Two Capacity building workshops jointly with IGU for treasurers, Chairs and CDs
- Secondment for a regional governance support staff

3. Strengthening programme quality in countries through thematic HRBA programming support and multi-country initiatives

4. Leadership and Management Support to CPs, especially smaller/newer countries in the region

- Technical Support to countries on fundraising from institutional donors (IPD)

Expected Outcomes:

- Increased number of countries in EASA meeting CAADP commitments and accessing funding through the GAFSP mechanism
- Increased civil society influence in policy decisions at AU, SADC, EAC, COMESA level and programmes on social protection and other socio-economic policies.
- Increased number of affiliates, associates in the region with functional governance structures.
- Better functioning of audit committees of national boards in Kenya, Uganda, Tanzania, Malawi
- Improved quality of programmes and management systems in countries

4.1.2 Africa- WACA

This programme plan of activities to be implemented in 2011 has been informed by a range of internal and external considerations including the guidelines for the 2011 – 2013 planning process. The plan also take into account the importance of the WACA regional office to demonstrate its relevance by supporting specific country programme aspirations and contribute to achieving the overall ActionAid International theory of change. The review processes currently taking place across the organisation, the development of a new corporate strategy and the three (3) international mission priorities approved by the International Directors are important to the future of the WACA region. These therefore inform the 4 goals of the 2011 WACA plans:

1) Support policy and campaign work focussed on tackling food insecurity with women farmers in an era of climate change:

- Lobby and influence African leaders, and decision makers to promote a) security of tenure and equitable land distribution and ownership patterns through fair participation of right holders in land committees and related structures; b) the central role of sustainable agriculture in climate adaptation and mitigation using the Right to Food Framework.
- To work with regional technical staff in collaboration with selected country programmes to build capacity of communities through country visits, discussions and training, to be better prepared and become more resilient to drought and climate change.

2) Work with International policy and campaigns to support country programmes in building national development strategies that deliver human rights for all:

- Undertake national level multi-country policy research targeting national governments and other stakeholders to improve quality of education and children's rights through Rights Respecting Schools (RRS) initiative and increase investments in quality free and universal public school systems to reduce inequality among children.
- Support the creation of mechanisms for monitoring food price rises through country research and global monitoring of key policies, disseminate findings from research on policies and practices that work for right to food commodities and produce guidelines and toolkits on CAADP for country programmes and partners

3) Work with PAQF and other International functions and themes to build our own capacity to deliver on our Human Rights Based Approaches:

- Improve our accountability by investing in our capacity to deliver a more robust and responsive HRBA to programming by a) promoting women's empowerment through support to reinvigorating the REFLECT methodology through training and financing b) Support training of CP finance team, non-finance managers and national boards and contribute to the review of AAI Global Financial Management Frameworks
- Support country programmes in building skills and capacities of staff and partners on Prevention and Women Centric response to HIV and AIDS through training and technical advisory services.

4) Facilitate increased compliance to systems, processes and procedures to deliver improved programme quality:

4.1.3 Americas

Within the Americas Regional Office there are 5 goals of work for 2011 described below with their key deliverables or outcomes.

1) HungerFree Campaign (Food, farmers and climate)

- Advocacy processes for food security and sovereignty legislation and right to land in the *Mercosur HungerFREE Campaign*.
- Define an action plan for the region: strengthen the *Regional Activista Network* (rural youth) to advocate at national and regional level.

2) National Development Strategies

- Support the reconstruction process to strengthen the capacities of AA Haiti to influence changes in national social policies, within the framework of the *"Influencing the Big Picture"* project.

3) Education - GEC

- Management of the Regional Fund of Education

4) Women's Rights

- Establish the state of knowledge of the CPs on the theme of *Sexual Autonomy and Bodily Integrity*, identify national strategic partners, articulate with a regional movement / partner.
- Liaise with indigenous women and feminist organization in order to develop research and advocacy processes on the theme of *Women and Territoriality*

5) HRBA and Campaigning capacity building

- Participation on the *HRBA retreat* and in the regional training, taking into account coaching and shared learning processes.
- Regional and country teams start implementing the HRBA framework in their day-to-day work.

6) HROD Leadership development & Capacity Development

- Training to *build/strengthen capacity on management* of people and resources (time, opportunities, and capacities).
- *Team building and development of skills for team work* meeting designed to continue the process of team building originated in 2008 and 2010.

7) Building Finance Capacity of Partner Organisations

- Build financial capacity of partners taking into account that our work in the region is implemented by Partner Organizations.

8) Fundraising Initiative

- Regional office will undertake a donor scoping exercise, a *fundraising strategy* development and will write three multi-country proposals.
- The capacity of the *Child Sponsorship management* will be strengthened through countries' support visits by the regional fundraising coordinator.

4.1.4 Asia

Within Asia Regional office there are three goals of work for 2011 described below with their key deliverables or outcomes. Overall, the resources are majorly earmarked for three organisational mission priorities, supporting implementation of some ongoing activities in relation to external relation, social movements and partners and facilitation of internationalisation processes to ensure registration and institutionalisation of the internal governance processes in the country.

1) Country Programme Capacity Building and Support

- Support CPs to develop national advocacy and campaigns plans, including local, national and international targets where appropriate. This is through technical support and building capacities to identify local issues and programmatic interventions on the ground, which will have the potential of national and international level advocacy and campaign.

2) Regional Programme/Policy work

- The overall goal is to coordinate building up strategic programmes designed to strengthen regional and international level policy, advocacy and campaign work and organising/mobilising civil society through shared learning, exchange programmes and capacity building processes.

3) Implement ongoing activities in relation to external relation, social movements and partners, media and people's forums

The goal of this is to engage in high profile external events and work with partners and social movements in the region to develop alternative analyses and facilitate civil society interface and capacity.

- Support strategic partners in the region like IDEAS network, youth networks and enhance the capacity of LDC CSOs to effectively advocate, lobby, campaign and network for the implementation of the Internationally Agreed Development Goals.
- To mobilise media networks and journalists to support ActionAid campaigns such as people's forum on ASEAN and SAARC and multi-country initiatives/ stories of change.
- Support Asian People's Alliance for combating HIV and AIDS (APACHA) secretariat regionally for research and advocacy ; to co-ordinate support between South Asian CPs and Technical Support Facility (TSF) project of South Asia (this is an AA Asia and UNAIDS collaboration) and link with regional coalitions. People's Alliances to Combat HIV and AIDS gained momentum in many countries in Asia and regionally through APACHA. APACHA country chapters have started to take actions based on local and national priorities while connecting with the regional processes.

4.1.5 Europe

The Europe region will focus on the following areas in 2011;

1. Balanced approach to expand country presence in Europe in order to increase advocacy impact and fundraising potential

Working together in the Europe Region to support achievement of organisational goals to:

- Grow supporters and voluntary income to reach 150million Euros and 450,000 supporters by 2011
- Increase flexibility and diversity of income
- continue supporting the establishment of a “different” presence in several new European countries
- Affiliation of PSO and NiZA

2. Strong and coordinated advocacy impact on the EU, other European IGOs and Member States to achieve our campaigning goals

In support of the international campaigning goals, we will work to strengthen our advocacy impact in Europe through coordinated action via the European Policy and Campaigns Group (EPCG) on **agrofuels** incorporating women’s rights to land.

A campaign strategy has been designed, approved and implemented to influence and minimise EU targets for agrofuels impacting land use and undermining sustainable agriculture in developing countries.

3. Raise visibility in Europe, primarily through better coordination of our media relations¹

Growth is central to European plans and a popular consumer-facing brand is critical to driving growth. We will therefore seek to raise visibility and increase ActionAid's reach, influence and support through better:

- understanding of our audiences
- targeting of our messages
- integration across communication channels
- coordinated communication and media activities.

4. Engage with European Citizens in order to achieve our campaigning goals

5. Achieve cross fertilisation and a practice of sharing and learning amongst existing affiliates and international offices/ functions based in Europe. Associates and potential associates will receive support in moving towards applying similar standards.

¹ This is agreed Europe text which is not to be changed until Strategy Review

4.2 INTERNATIONAL POLICY AND THEMES

4.2.1 International Policy and Campaigns

The International Policy and Campaigns Unit will have implemented the following initiatives and activities during 2011 which will contribute to the AAI's international mission priorities:

Food/HungerFREE

1. Investing In Women Smallholders

Over 2011 the HungerFREE campaign will focus on ensuring that **women smallholders are given adequate and relevant access to agricultural services**, while also enabling their voice to be heard in decision making around agricultural policies.

2. Mobilising citizens for change

- Visit to climate affected community(s) to collect footage and stories for COP
- Capacity building/support visit to 2 countries running election campaigns mobilising women demanding investment in women smallholders
- Accompaniment on a journalist visit to one country affected by land grabbing to collect media story

3. Planning for future campaigns

With the first stage of developing a campaigns vision completed in 2010, it will be necessary to set up a process of bringing that vision to life and reality across ActionAid countries and regions.

4. Land acquisitions

The global dialogue on "land grabs," on which we are partnering with International Land Coalition and farmers' groups, is scheduled to culminate in March/April 2011. We will be co-producing a report and bringing partners to the final session.

Mobilising resources for National development strategies

5. Financing NDS: Global financial governance--G20/IMF

6. Financing NDS: Tax Justice

7. Climate Justice

- Deepen linkages with social movements on climate justice
- Deepen AAI's understanding of climate justice
- Influencing the global climate negotiations on adaptation and finance.

8. Capacity building

- Organising the 2011 All Policy Conference

4.2.2 International Education Theme

Our work for 2011 focuses on 3 goals, supported by activities of the core international team.

1. **Providing Quality Public Education through Rights Respecting Schools (RRS)** enabling citizens to hold the State accountable for the provision of quality education in a concrete and sustainable manner
 - Support regional workshops on RRS using HRBA and promoting children's participation
 - Conduct peer support visits to country programmes to roll out the RRS initiative (collecting indicators framed around the 10 Rights)
 - Gather countries who piloted RRS to share findings, draft report and plan advocacy
 - Report & policy brief on findings from RRS mapping
 - Review current policy and work on early childhood education/nutrition

2. **Education Financing** to secure adequate funds for education and equip citizens with the tools to demand and monitor a just, equitable and effective allocation and use of resources
 - Provide technical support to country programmes and regional education networks on education financing
 - Contribute to NDS policy brief on tax and education and WRT work on gender and macroeconomics including impact of IMF policies on girls education
 - Partner with GCE to implement Civil Society Education Funds
 - Research report / policy brief and advocacy events on untrained teachers and financing with Education International and GCE

3. **Empowering Women** through literacy and with a renewed focus on the *Reflect* approach
 - Regional Training of Trainers on *Reflect*
 - Support to country programmes, regional and international networks to strengthen the literacy component of *Reflect* circles including updating the *Reflect* website
 - Facilitate on-line discussion reviewing the participatory M&E framework for *Reflect*
 - Revise adult literacy benchmarks and produce a research brief on the financing of adult literacy
 - Training on unpaid care work initiative linking *Reflect* circles with WRT
 - Participate in the International Council on Adult Education Assembly and the ECOSOC and CSW meetings
 - Policy brief on girls education with WRT for CSW and ECOSOC meetings

4. **Roll-out** new AAI strategy which includes staff salary and benefits

4.2.3 International Food Rights

There are six main focus areas for the International Food Rights Theme in 2011. They are;

1. Land Rights: Securing right to food through access and control over land by women smallholder farmers

In 2011 we will continue the work we have been doing in supporting the CPs and lobbying at regional and international level for addressing the key challenges related to land rights.

The expected outputs are (a) Have a set of principle for any investment on land (b) A working paper on reason for land grabbing and how to address it.

2. Climate Resilient Sustainable Agriculture

Research report - Better understanding of current promising practices on the ground on climate resilient sustainable agriculture

3. Investing in Women smallholder farmers

In 2011 our focus will be on investment in smallholder women farmers in relations to the work under CAADP and HungerFREE. The main objective would be; to advocate for the provision of essential service package for women smallholder farmers

Some of the expected outcomes would include but not limited to the following;

- women smallholder farmers supported to become food secured (on and off farm-essential packages)
- Develop a joint proposal with selected countries to design a local food security programme intervention taking into account poor women farmers multiple roles and constraints

4. Monitoring and Influencing international food policy and key causes of the global food price crisis

ActionAid has developed its expertise over the years through influencing food and agriculture policies, trade and land policies, corporate accountability policies using the right to food framework. The food price rise of 2007-08 put food and agriculture back on the agenda.

5. Programme and policy support to country programmes on right to food

One of the key objectives of the international right to food theme is to provide policy and programme support to country programmes and members of the secretariat. Right to food theme in order to consolidate its work and be more effective will focus on Africa (Sub-Saharan and southern Africa) and South Asia over 2011 as these are the 2 areas where majority of the world's hungry live.

6. Access to local markets

Access to local markets is a key part of farmers' livelihoods strategy. ActionAid in many countries works with farmers organisations and cooperatives to help them gain access to markets and to get a fairer price for their produce.

7. CSOs' influence on making local and global food security policies more pro-vulnerable groups is increased

CSOs and national/thematic networks will have greater expertise in conducting strategic thinking and reflecting vulnerable groups' concerns about food and nutrition security.

4.2.4 International HIV and AIDS

Within the IS HIV&AIDS theme there are 4 strategic programme areas of work for 2011 described below with their key deliverables.

- 1. Addressing Human Rights Issues related to Criminalisation of People Living with HIV and other Most At Risk Populations (MARPS) or Key Populations**
 - Dissemination of research and discussion papers on status of HIV laws across countries in EASA, and WACA to inform regional and national CSO advocacy work on law reforms.
 - Support East African Community CSO taskforce in developing a regional lobby and advocacy strategy on the EALA AIDS model Bill
 - Support ongoing national law reform processes in Uganda, Malawi, Nigeria, Tanzania, Sierra Leone and India.
 - Study on Policy environment and legal framework criminalising PLHIV and MARPS in Asia in countries Pakistan, India, Cambodia and Bangladesh.
 - Advocacy on human rights and criminalization during Global AIDS week of Action and UNGASS review
- 2. Support Health and Community System Strengthening to achieve Universal Access to Comprehensive Care, Support and Treatment.**
 - Technical support visit to 3 CPs on NDS pilot implementation, including research and documentation on national health sector response, gaps and opportunities for NDS engagement
 - Initiate national and regional advocacy on universal access and increased investments in primary health care during Africa and Asia health and finance ministers conferences, AU summit, WSF and World Health Assembly in May 2011
 - Research on public health policies and gaps in achieving universal access with special reference to SRH and HIV and AIDS services in at least 3 countries.
 - Develop UNGASS Review CSO alternate report on UA targeting 3 CPs per region i.e. EASA, WACA and Asia.
- 3. Support Capacity Building on HRBA programming for HIV and AIDS through STAR approach on issues of Prevention and a Women Centric response to HIV**
 - Review of STAR, Mupapola and Positive prevention in line with the new AAI HRBA manual
 - Conduct three trainings on HRBA in the year one each for WACA-EASA and Asia
 - Produce annual Newsletter on HRBA programming as an effective response to HIV and AIDS
 - Develop a policy and advocacy strategy informed by the evidence from HRBA programming in Mutapola, STAR and Positive prevention
- 4. Fundraising - Development of proposals around EC calls and GFATM and other donors**
 - Develop a funding strategy on HIV&AIDS and the right to health
 - Partner with IPD to map out key donors in the HIV&AIDS and health sector
 - Support WACA, EASA and ASIA CPs to develop a global fund multi-country proposal on HIV&AIDS, TB and Malaria

4.2.5 International Human Security in Emergencies and Conflict

In 2011 there are five clear goals for the Theme as follows;

GOAL-I: Reduce the impact of disasters and climate change on poor communities at risk

1. Support the NSUs to replicate the successful pilots on DRR/CCA (through DRRS and DIPECHO projects), by undertaking PVA and implementing DRR/CCA plans on livelihood, sustainable agriculture and life skill programmes for/with at-risk population in Afghanistan, Bangladesh, Cambodia, China, DRC, Ghana, Haiti, India, Kenya, Malawi, Myanmar, Nepal, Uganda, Vietnam and Zambia.
2. Continue engaging the national governments (with active support and engagement with international actors) on integrating Hyogo Framework for Action into national level policies and laws. Focus for 2011 will be on Bangladesh, Nepal, Pakistan, Haiti and DRC and Influence the national level (with active support and engagement with international actors) CCA plans in India, Vietnam, Bangladesh, Pakistan, Kenya and Malawi.

GOAL-II. Strengthen ActionAid's Emergency Preparedness and Human Security Programming

- Support at least 20 member countries to have complete and updated preparedness (contingency) plans, structures, systems and mechanisms for emergency response.
- Provide the direct technical support to the members during emergency response in the areas of Programming, Communications, Advocacy, accountability and fund raising

GOAL III: Improve the appropriate assistance to those affected by disasters:

- The perspectives of the affected communities particularly that of the women are represented in the international policy bodies (prime target during 2011 include GHP 2011, IASC, DFID, EC, Early Recovery Cluster) through international coalitions and networks like ICVA, VOICE, Interactions, HAP and CBHA that we are member of.

GOAL- IV. Promoting the rights of women in conflicts and emergencies

- Support members' capacity to prevent, discourage and respond to violence against women, exploitations and discriminations in emergencies and conflict. The focus will be on 7 NSUs – namely Uganda, Burundi, Sierra Leone, Liberia, Somaliland, Nigeria (with Women for Women international) and DRC.

GOAL-V: Increase the effectiveness of fundraising and impact of communication

Fund Raising

- Assist the NCUs to raise funds for human security in emergencies and conflict work.
- Assist the NSUs to mobilise resources in-country
- Grow and manage the revised Strategic Crisis Programme, assisting members to access these funds to undertake speedy and high-quality emergency response work and supporting NCUs to fundraise.

4.2.6 Just and Democratic Governance Theme

The Just and Democratic Governance (JDG) has 5 goals of work for 2011 described below with their key deliverables or outcomes.

1) Build the capacity of AA and partner staff to promote the empowerment of poor and excluded people, mainly women, to participate in local governance institutions and processes

- Map what governance work is being carried out in AA programme countries.
- Produce a set of handbooks for AA practitioners around key governance concepts and working areas.
- Develop an overview of capacities and capabilities of governance learning hubs.
- Train AA and partner staff in AA's approach to governance work.

2) Strengthen ELBAG, Empowerment and Accountability work in countries

- Compile best practices and lessons learned on ELBAG, Empowerment and Accountability work and disseminate in countries.
- Support existing ELBAG platforms financially and by raising resources externally.
- Update and develop the ELBAG website as a key hub for information and knowledge on economic governance, empowerment and accountability.

3) Advocate for deepening democracy through the promotion of People Centred Decentralization, Participatory Democracy, Right to Information and Anti-Corruption

- Promote new research and integrate with existent researches on status decentralization in Americas, Africa and Asia and develop an AA position paper on People Centred Decentralization.
- Map best experiences and promote development of research, models and practices on participatory democracy (participatory budgeting, participatory local councils).

4) Advocate for National Development Strategies (NDS)

- Conduct and manage the NDS project.
- Promote NDS work in 6 focal countries, observatory countries and initiating and supporting NDS activities in some remaining 'non-focal countries'
- Support NDS oriented ELBAG trainings for 10 countries

5) Support strategic fundraising for governance work

- Participate in and give support to CPs in elaboration of fundraising proposals for foundations and development partners which promotes and improves the AA governance interventions at local, national, regional and international level.

4.2.7 Women's Rights

There are four main focus areas for the International Women's Rights

1. Sexual Autonomy and Bodily Integrity

This initiative seeks to deepen our existing work around violence, sexual and reproductive health rights and sexuality. We will broaden our understanding of violence against women to include both the private and public spheres. Pilots: Cambodia, Brazil and Liberia. Activities include:

- a. Consolidating the program concept note and developing a concrete action plan
- b. Conducting country-level research to better understand the main barriers to women's enjoyment of their SABI, what interventions are currently taking place, by whom and with what results
- c. Conducting a training and inception workshop with interested country programs
- d. Facilitating coalition building in each of our countries, regionally and globally through extending solidarity with existing movements.

2. Unpaid Care Work

Women's control over their labour and time is critical to achieving social justice. As part of the National Development Strategies (NDS) project this programming, research and advocacy work will also inform our proposals for an alternative development model. Activities include:

- a. Consolidate program concept note
- b. Inception workshop with NDS pilot countries and others to roll out the program and research
- c. Collaborate with NDS in country and in AAI to define alternative development models
- d. Facilitate coalition building by working with WR partners both at the national and international levels
- e. Advocacy spaces: CSW and engagement with UN Special Rapporteurs on issues related to UCW
- f. Policy: Report based on participatory research on unpaid care from three NDS pilot countries; Action Guide on Feminist Economics for organisation-wide work beyond unpaid care program

3. Women's Rights to Land and Agriculture

We reaffirm our commitment as a community to address women's access, control and ownership over land. We will seek to deepen our research and analysis while supporting an organisation wide campaign on women smallholder farmers.

4. Institutional Support

One of the roles of the IWR team is to strengthen both organisational and staff capacity to deliver on WR work. 2011, the theme will be part of various cross-organisational processes.

4.3 INTERNATIONAL FUNDRAISING AND COMMUNICATIONS

All functions within International Fundraising and Communications exist to:

- Support ActionAid's members to increase ActionAid's net income through new and enhanced relationships with donors and supporters; to enhance ActionAid's profile and therefore influence to achieve our mission; and to use communications to achieve our development objectives
- Enable the development of new income streams (markets, donors, products)
- Ensure the quality of our fundraising and communications activities through global oversight and development of knowledge, systems, processes, capability development and standards.

4.3.1 Communications Function:

International Communications is a team of 11 full time staff who work with ActionAid members and the policy and campaign teams of the secretariat to enhance our communications outputs to increase profile, influence and income and the achievement of our community development objectives.

1. Deliver high quality communications projects and services
2. Develop an international communication and brand strategy
3. Develop an international digital strategy and integrated web presence.
4. Build high-performing communication networks.
5. Create high quality content to support media, digital, campaigning, marketing and programme

4.3.2 Market Development Function

Market development is a team of three internal consultants planned to grow from three to four during 2011 who work with members and the secretariat to enhance our capacity to raise income.

1. Support fundraising staff to enhance skills and knowledge to deliver effective fundraising programmes *Our expected outcome* is that we will go into the strategy period with a community of fundraisers who are equipped to take AA to the next level of growth.
2. Design and manage systems, processes and policies that continually raise the bar of fundraising performance *The main outcome* will be an ambitious income generation strategy that is bought into by the whole fundraising community as well as the wider organisation. The strategy will also include a plan for implementation. We will also work to turn our current knowledge base into best practice for the fundraising community.
3. Develop and manage control and evaluation systems to ensure that we have sufficient knowledge to continually improve fundraising performance in the most strategic way possible.
4. Create the environment for successful fundraising by ensuring that the team, the wider AA fundraising community and the organisation sees fundraising as a priority.

4.3.3 Child Sponsorship and Supporter Care Function

The Child Sponsorship and Supporter Care team is made up of four full time and two part time staff that work with members to maintain and increase ActionAid's income through activities identified in the International Plan for Child Sponsorship & Supporter Care 2010-11 "Keeping Our Promise". The key activities of the function are as follows;

1. Optimise Capacity Building and Support for CSSC:
2. Ensure genuine integration of Rights Based Approach, Child Sponsorship and Programme
3. Strengthen Child Sponsorship as an efficient and competitive fundraising product today and tomorrow
4. Develop and implement integrated planning, information, monitoring and performance management systems and processes
5. Create enabling environment for Child Sponsorship and Supporter Care Operations

4.3.4 Partnership Development Function

Partnership Development is a team of nine full time staff that support ActionAid members and the secretariat to increase income from institutional sources and our capacity to manage that income effectively to deliver our mission.

1. Develop and Share Knowledge to support the raising of Institutional Income
2. Ensure Quality Control to protect and enhance ActionAid's reputation and therefore increase institutional income.
3. Improve the skills of key staff ActionAid to increase the potential to raise institutional income.
4. Technical Support to increase income.
5. Support the development of appropriate Monitoring and Control procedures to reduce the risk of paybacks or problems with institutional contracts

Shared Resources:

A small international fundraising communications directorate team exists to provide corporate leadership and management oversight to all functions, plus provide administrative, knowledge management and project management services to the three fundraising functions. This team includes the salaries of the international director and three staff with a small travel, training and consultancy budget.

4.4 INTERNATIONAL SECRETARIAT FUNCTIONS

4.4.1 Directorate Office

Within the CE office of the IS there are 5 goals of work for 2011 described below with their key deliverables or outcomes.

1) Develop, approve and roll-out a new AAI International Strategy

- Facilitation of an effective International Strategy Conference in January
- Convening of the strategy drafting team to produce the draft and final strategy document
- Commissioning of additional research to supplement strategy process
- Consulting with social movements at the WSF (and other spaces) on future directions
- Dissemination of the final strategy internally and externally

2) Support an effective International Board and Assembly to govern AA International

- Facilitate the process of continual development of policies, systems and standards of AAI

3) Implement the internationalisation process to ensure a strong, accountable and equitable AAI Federation

- Provide technical support in relation to policies, systems and standards of governance to the GBDC, national boards, and AAI representatives on boards
- Support CPs of AAI to progress to Associate status
- Support Associates to become Affiliate members through technical advice, visits etc

4) Implementation of a Management Information System

- Finalise an IT requirements assessment
- Finalise data requirements that will ensure organisation has appropriate information
- Determine transactional database requirements and other systems investments
- Procure and implement new MIS hardware and software and manage organisational change

5) Implement on-going activities of the CE office in relation to external relations, fundraising, programme quality, leadership of the management team and oversight of the organisation's annual plan.

- Engage in high-profile external events, with decision-makers, social movements and partners, and media
- Meet with supporters and donors and programme staff worldwide to build vision and impact
- Lead/support ID meetings and processes and line manage senior managers to ensure robust risk management, systems, program quality decision-making and follow-up
- Create inspirational org culture, provide external geo-political analysis, and deepen AA's rights based and women's rights approaches

4.4.2 Impact Assessment and Shared Learning

Our goals, as per our strategic plan, are in italic, with specific 2011 initiatives below each one. Supporting materials and country visits contribute to multiple goals/initiatives so there is not a budget for each initiative. Rather we have our core **D300 budget of £489k** (in line with plans) covering our core team activities around Alps, M&E, Shared Learning, and Accountability, we have the special project/increase agreed last year of **£140k for the new M&E system**, we also have the special project agreed last year to induct/train new members in Europe which was delayed for 6 months so carries into 2011 with a budget of **£99k**, and a proposed budget of **£263k for the PAQF** (e.g. the third organisational priority around CBI on HRBA) which is now managed by Samantha but is still in D300.

1. **Update Alps** & tracker to align with new accountability framework, programming framework, M&E system, strategy (accountability)
2. Support **Alps quality assurance** through:
 3. Support **annual review, reflection, and reporting** process of members and IS, with specific objective of using as opportunity to work on M&E systems. (support to members)
 4. Roll-out of **new M&E system**, including: (accountability)
 - a. an appropriate monitoring framework for the new strategy,
 - b. support to 2 mission priority working groups,
 - c. Intensive support to **M&E ‘Innovators’**: those front runners who pilot and develop,
 - d. and general support to all countries through IASL (see all linked CBI under objective 5)

Shared Learning. Facilitate the development of learning processes and platforms across themes, regions and functions to ensure AAI increases its knowledge and critical thinking in support of its mission and goals

5. Continue to provide process design and advice to support shared learning (support to members)
6. Foundational Course and materials on **Participation** (support to members)

Accountability: Internal & External Networking. Build and join existing networks and engage in external debates on accountability, impact assessment and learning approaches and methodologies to learn from and influence practice, understanding and policies of other agencies and institutions.

7. Lead development of a new overarching **accountability framework** and strategy (accountability)
8. Vision and plan for accountability and IASL related work in **new strategy** (accountability)

Programme Quality. Contribute to and support the PAQF (through our own work) and Country Programs DA level programming (Appraisal and Strategic planning processes) in order to improve clarity and practice on RBA

IASL to contribute to **CBI** and roll-out of new M&E system to leaders and programme staff by being part of core CBI team and through support to appraisals and strategic planning in minimum of ten countries

4.4.3 Organisation Governance and Development

The following are key deliverables and outcomes for the unit in 2011:

1) Support new Strategy Development and Capacity Building

- OD Support to New Strategy Development
- Senior Leadership Development Intervention
- Capacity Building & Development Strategy

2) Strengthen Internal Communication

- New Strategy /Change Communication Support (17 750)
- Establish Hive as Collaborative Tool & Alumni networking (1500)

3) Address Staff Security Capacity Gaps

- Establish global Risk Management System
- Critical Incident Management
- Learning & Development programmes
- Staff Support - International Security

4) Implement Global HR systems and staff benefit changes

- HR Strategy Development 2012-2013 (4 500)
- Remuneration & Benefits (10 000)
- Employee Wellness Programme (5 000)
- Policy, Audit Compliance, Monitoring & HR Governance (5 000)
- HR Operations - including HRMIS (15 500)

5) Implement OD & Capacity Development initiatives

- Change Management & Culture Change (10 000)
- Women Leadership Development (8 000)
- HROD Capacity Building (9 500)

6) Support IS in JHB

- IT/Office infrastructure and support Int Finance move
- New FT IT Coordinator post appointed

4.4.4 Finance

Within International Finance there are six major activities in 2011, described below with their key deliverables or outcomes.

1) Regular finance activities

- Management accounts and support
- Transaction processing
- Year-end and consolidated AAI reporting
- Treasury and cash management
- New systems development and improvement (Sun and TM1)
- External Audit Fees

2) Support an effective International Board and Assembly to govern AA International

- Provide support for, and attend, all Finance & Funding and Audit & Risk Committee meetings
- Provide support and papers, and attend Board and Assembly meetings when appropriate
- Support AAI Planning and Budgeting Process

3) Support to Members

- Provide technical Finance (including Finance systems) support to members
- Maintain guidelines and handbooks for all key processes
- Identify potential systems and procedural improvements through Internal Audit recommendations

4) Support to Themes

- Support Financial reporting and decision making of key themes
- Provide training and guidance for worldwide thematic Finance staff

5) Internal Audit

Undertake routine audits of NSUs and NCUs on a rotating basis, with a view to:

- Improving controls
- Identifying and managing risks
- Giving assurance to senior management and Board on effective utilisation of resources

6) Johannesburg move

- Move International Finance function to Johannesburg and recruit, train and develop new staff

4.4.5 Information Technology

There are 5 goals of work for 2011 described below with their key deliverables or outcomes.

1) Stability and predictability of core systems like NK, e-mail, intranet etc

- regular maintenance, support, hosting etc. of all core systems
- implementation of disaster recovery (DR)
- systems upgrade/replacement , new servers, licenses etc. as required
- integration of new affiliates
- connectivity improvement
- all applications, storage organization-wide shifted to central server

2) Capacity building of IT and other staff

- Training sessions and technology awareness programmes for our staff
- Capacity Building for staff of incoming associates and affiliates
- Train IT staff on new technology and initiatives during the Regional IT meets

3) Strategic Business Alignment - Working proactively with users to understand organizational IT needs and aligning our systems and/or developing new ones to realize this.

- Support Integrated HR system, M&E systems, emergencies preparedness, FR systems, Integrated finance system Web technologies
- Support for MIS initiative and aligning current systems for MIS needs.

4) Infrastructure and connectivity improvement for cost savings and efficiency and increased security of systems and users

- implement global IT policies and standards
- fully implement cost savings systems like Teleworker VoIP phones, desktop VC systems, mobile phone re-routing etc. and helpdesk support for these
- implement website security systems
- deploy asset manager systems

5) Centralized IT systems and single-line IT management structure in the new strategy period - We are proposing that IT systems and support be centralized in AA so that all IT systems of all countries are hosted, supported and maintained centrally and to support this we introduce a single-line IT management structure.

- formulation of new IT strategy
- work toward progressing our process maturity model to level 2.
- investigation of remote-support systems;
- working out details of AA IT support organization
- all IT reporting consistently to finance (say) and consistent IT JD in place
- project management framework in place

4.4.6 New Countries

The focus areas for New Countries are;

1. Affiliation of NiZA in 2011

NiZA will undergo an Affiliation Review which will be presented to the Assembly in 2011

Carry out full due diligence by end December 2010 and continue to implement change management plan inclusive of:

- voluntary fundraising as per agreed and formalised plan
- secure substantial finding through MFS facility
- Integrate NiZA into IS (Europe Region) Planning
- Joint HungerFREE Campaign Activities
- Rebranding
- Constitution and strategy in line with AAI

Participation in NiZA Board and NiZA participation in AA As

2. Affiliation of PSO in 2012

- Agree a timeline and work plan towards Affiliation in June 2012
- Carry out full due diligence by end December 2011 and Affiliation review January/February 2012. It is anticipated that PSO Affiliation will be presented to the Assembly in June 2012
- Implement change management plan inclusive of at least:
 - Joint policy/advocacy work at EU level according to plans agreed with EPCG
 - Joint Campaigning work at EU Level within HungerFREE Campaign
 - Support implementation of PSO/AAI joint G8 Project in 2011
 - Support collaboration between PSO and AA CPs / southern affiliates especially in the framework of the HungerFREE work
 - Joint advocacy and campaigning work around 2011 G8 in France
 - Elaborating donor scoping of potential AAI donors in France; develop and implement a plan to pursue opportunities
 - Test and roll out new voluntary fundraising tools and products
 - Constitution and strategy in line with AAI

Participation in PSO Board and PSO participation in AA Assembly

3. Design and approval of a next generation New Countries Strategy

Based on the outcomes of the New Countries Review carried out in 2010, and on the growth strategy defined in the New organisational Strategy; we will design and get approval for a next generation new countries strategy. Implementation of this new strategy will also begin in 2011.

5. Conclusion

This is the first consolidated plan for the International Secretariat. This IS Plan presents a good opportunity for the Secretariat to demonstrate its ability to undertake and coordinate support to AA members to deliver on their strategy as well as the organisation's strategy. Implementation will be monitored throughout the year at specific intervals and as part of the work programme of the International Directors. The risks identified in the risk register have been taken on board and will be monitored in the course of the year.

6. 2011 Risk Register for International Secretariat

1. Introduction

This document highlights the major risks from the various plans submitted by the International Secretariat functions and Themes. This followed a slight revision in the planning process for 2011 to facilitate the prioritization of International Secretariat initiatives and achieve better coordination of support to Members.

2. The process followed

The process followed for compiling this register involved the review of the individual plans for the entities that make up the Secretariat and reviewing the risks identified in the plans. Managers were requested to identify a maximum of three risks per activity/ initiative in their plans. In relation to the consideration of the risks for inclusion in the draft International Secretariat Risk Register, consideration was mostly given to those risks with a high consequence and a high or medium likelihood of coming to fruition or those with a medium consequence which are judged as highly likely to materialize.

3. The Existing AAI Risk Register

The 2010 risk register contained 11 risks which are listed in summary form at Appendix 1. Following the review of the Risk Register by the Audit Committee it was agreed that there were benefits in separately identifying those risks which are specific to 2010 and those which extend beyond 2010. The Committee also agreed that against 2011 the risk management review process should precede the approval of the plan by the Board in December 2010. This meant that a draft 2011 Risk Register and a 2010 Risk Management Report is required to be presented to the Board at its December 2010 meeting.

With regards to the three risks relevant to 2010 only (in the AAI Risk Register) two of them remain relevant for 2011. They are the risks relating to the Reduction in Regular Giving Income and the embedding of the changes in the AAI governance structure. The third relating to senior management transition is considered to be no longer relevant.

Of the risks that extend beyond 2010, the risk related to the quality of Programmes remains one of the key focus areas for 2011. There has been considerable activity in this area in 2010 and it is anticipated that the results would become more obvious from 2011 onwards. The various activities

have resulted in a Revised DA Phase-out Policy, a DA action plan and a new Monitoring and Evaluation framework where the IS has an important task in following through on the implementation of the relevant recommendations. There are other similar risks to those in the 2010 register which have featured in the attached IS risk register for 2011

4. Key issues to consider in risk management for 2011

- The global economy is facing the biggest financial crisis in over eighty years with huge implications globally. The financial consequences of the crisis on the AAI plans and budgets and the social consequences on the people AA works with will manifest in different ways none of which could be quantified with any degree of certainty.
- 2011 is the year of the launch of the new AAI Strategy. It is therefore likely that the timing of the implementation of the action points could be impacted by activities relating to the AAI strategy launch and the further development /alignment of Country Strategy Plans by members.

International Secretariat Risk Register for 2011

	Risk/Risk Categories	Impact	Prob.	Risk Owner	Current Actions/ Policies	Action Plans	Residual Risk
MISSION RELATED							
	General						
1.	Polarising perspectives of the directions for the new International Strategy	<i>High</i>	<i>Low</i>	Chief Executive	- Wide consultation towards ownership through Strategy development process	- International Strategy Conference - Consultation of drafts across organisation and national boards	Low
2.	Lack of quality in programming to effectively deliver strategy	<i>High</i>	<i>Med</i>	Chief Executive and all RDs	- Programme Approach and Quality Forum (PAQF) - Revised “DA phase-out” policy	- Implement action plans from DA report - Implement new M & E framework - Roll out new HRBA guide	Med
3.	Campaigning work falls short of global and national expectations	<i>Low</i>	<i>High</i>	Policy Director	- Systematic media monitoring	- Implement mission priorities across organisation in 2011 - New resources through influencing fund	Med
4.	Quality/Conclusions of research does not adequately support	<i>High</i>	<i>High</i>	Policy Director	- Use of competent consultants	- Require early drafts - Identify back up researchers	Med

	Risk/Risk Categories	Impact	Prob.	Risk Owner	Current Actions/ Policies	Action Plans	Residual Risk
	implementation of mission priorities.					who can do revisions	
5.	Reduced resources and competing priorities undermine the quality of support to members.	High	High	Chief Executive	- 2010 forecasts	- Implement Resource Allocation Framework - Increased fundraising investments	Med
6.	Insufficient investment and prioritisation of M & E Systems by countries	High	High	Americas Director	- Build support for a new approach to Accountability through proposals in new strategy	- Adjust plans during review and reflection - Continued liaison with Fundraising	Med
	Region Specific						
7.	Loss of LAC PPA and uncertainty about volume of Unrestricted Funds could lead to discontinuation of Strategic initiatives and low staff morale.	High	High	Americas Director	- Building Fundraising capability to support a fundraising strategy and donor scoping	- Finalise fundraising strategy and donor scoping - Develop competitive proposals	Med
8.	Loss of long-standing HOFs in region and inadequate support to CDs and HOFs could weaken financial controls.	High	Med	Regional Directors	- Management support visits - Local internal audit functions - Regional Finance meetings	- Undertake and document Finance department review of all CPs	Med
9.	Reduced funding for New Countries may impact on success and efficiency of work	High	Med	Europe Director	- Spreading regional functions and responsibilities across Associates and Affiliates	- Strategic discussion with Europe Affiliate Directors - Increase Trustee and Governance effectiveness in Europe	Low
	Theme Specific						
10.	Decreasing institutional and other funding limits the scope for emergency work.	High	Med	IECT Head	- Develop expertise within IECT and build capacity at CPs	- Increase IECT capacity to support fundraising - Implement new IECT Fundraising Strategy	Med
OPERATIONAL RISKS							
GOVERNANCE							

	Risk/Risk Categories	Impact	Prob.	Risk Owner	Current Actions/ Policies	Action Plans	Residual Risk
11	Authority or leadership of Regional Coordinators and other International Staff not sufficiently accepted by members	<i>High</i>	<i>High</i>	Chief Executive	- International National Handbook	- Implement M & E framework - Develop stakeholder management strategy - Clarifying roles of IS staff	Med
12	Non-compliance by AAI members with AAI membership guidelines and pursuance of a Nationalistic agenda	<i>High</i>	<i>Med</i>	Chief Executive	- AAI Representative on National Boards - Board induction	- Roll out of Assurance Policy - Assembly providing role of championing federation guidelines	Low
13	Inadequate National level human resource capacity to support Boards and governance processes	<i>Med</i>	<i>Med</i>	Chief Executive	- Board Induction - Governance focal persons	- Explore ways of keeping associates and Affiliates connected to AAI issues in between Assembly meetings - Expanding capacity of International Governance Unit	Low
	FUNDRAISING & COMMS						
14	Country Management teams do not prioritise Child Sponsorship related issues and are not responsive to necessary changes.	<i>High</i>	<i>Med</i>	Head of Fundraising	- Targeted interventions by Regional Directors and Fundraising Coordinators	- Maintenance of one-stop shop for CS related issues - Simplify processes and systems	Med
15	Poor quality engagement with donors and poor quality applications result in missed opportunities and reputational damage	<i>Med</i>	<i>High(at some CPs)</i>	Fundraising Director	- Funding planning - Ongoing training and internal advocacy	- Targeted interventions - Develop specific tools around relationship building	Med
16	Limited use of institutional fundraising systems to aid strategic interactions with donors at country level	<i>High</i>	<i>High</i>	Fundraising Director	- Funding planning - Ongoing training and internal advocacy	- Develop specific tools around relationship building and local fundraising	Med
	FINANCE						
17	Inability to provide decision makers and Board with appropriate, timely and accurate financial information	<i>Med</i>	<i>High</i>	Finance Director	- Regular management accounts	- Special attention to TM1	Med

	Risk/Risk Categories	Impact	Prob.	Risk Owner	Current Actions/ Policies	Action Plans	Residual Risk
18	Volatility in foreign exchange rates and investment returns reduces the level of unrestricted income available	<i>Low</i>	<i>Med</i>	Finance Director	- Monthly FX analysis - Finance and Funding Committee		Low
19	Move of Finance function to Johannesburg impacts on continuity and results in loss of institutional knowledge	<i>Med</i>	<i>High</i>	Finance Director	- Use of professional Investment Managers - Oversight of Finance and Funding Committee	- Appropriate induction for new International Finance team members	Med
HR and OD							
20	Heavy management and staff workload and capacity to deliver, leading to stress, burnout, turnover and reduced engagement.	<i>Med</i>	<i>High</i>	IDs Team	- Work life balance programme - Employee Wellbeing Programme	- Strategic and operational prioritisation to ensure workload and capacity alignment.	Med
21	Lack of leadership commitment and inadequate resources to deliver Board expectations on staff security	<i>High</i>	<i>High</i>	OGD Director	- Audit and Risk Committee oversight	- Implement recommendations from external review	Med
22	Unclear authority of International Secretariat to approve key staffing decisions at CP level.	<i>High</i>	<i>High</i>	CE	- Management Policy and Guidelines	- Implement Delegation of Authority structure	Med

Appendix: AAI 2010 Risks

1. **REGULAR GIVING INCOME:** Up to 10% decline in income and supporter base
2. **GOVERNANCE:** Changes in the governance structure with New International Board, New non-ActionAid Associates and Affiliates, New CP affiliates, new Assemblies and Second generation Boards
3. **SENIOR MANAGEMENT TRANSITION:** Significant transition in senior leadership
4. **PROGRAMME QUALITY:** A lack of quality in Programmes
5. **PUBLIC POLICY AND CAMPAIGNING:** Lack of careful planning and risk management in campaigning, advocacy and media work
6. **NON-REGULAR GIVING INCOME:** Failure to grow and manage income to levels set in relevant strategic plans.
7. **DOWNWARD ACCOUNTABILITY:** Failure to be accountable to stakeholders, particularly poor and excluded,people
8. **EMPLOYEE WELL-BEING :** Inability to retain suitable staff and in particular women
9. **FINANCE :** Mis-allocation of financial resources
10. **STAFF SECURITY:** Changing attitudes towards NGOs increases the risk that the security of staff