

Interim Reporting Framework INGO Accountability Charter

1. Profile of ActionAid International

Name of the organisation	ActionAid International
Vision	A world without poverty and injustice in which every person enjoys their right to a life with dignity.
Mission	To work with poor and excluded people to eradicate poverty and injustice.
Values	<ul style="list-style-type: none"> • MUTUAL RESPECT, requiring us to recognise the innate worth of all people and the value of diversity • EQUITY AND JUSTICE, requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion • HONESTY AND TRANSPARENCY, being accountable at all levels for the effectiveness of our actions and open in our judgements and communications with others • SOLIDARITY WITH THE POOR, powerless and excluded will be the only bias in our commitment to the fight against poverty • COURAGE OF CONVICTION, requiring us to be creative and radical, bold and innovative . without fear of failure . in pursuit of making the greatest possible impact on the causes of poverty • INDEPENDENCE from any religious or party-political affiliation • HUMILITY in our presentation and behaviour, recognising that we are part of a wider alliance against poverty.
Primary brands	ActionAid

	Women's Rights, Right to Education, Right to Human Security, Right to Food, Right to Life in the face of HIV/AIDS, Right to Just and Democratic Governance
Core activities	Meeting immediate needs, participatory analysis and awareness, researching alternatives, advocacy and campaigns, working with social movements, organising and mobilising, holding duty bearers accountable. Fundraising
Ownership and legal form	AAI is an Association (Vereeniging) of ActionAid members from various countries and is, registered in the Netherlands. There are two categories of membership: affiliates and associates (in transition to becoming Affiliates). An affiliate has two votes, an associate one. The members are the ActionAid organisations in their country of residence. The current affiliates are from Australia, Brazil, Ghana, Greece, Ireland, Italy, Kenya, Sweden, the UK, Uganda and the USA. The current associates are from Denmark, France, Guatemala, India, Malawi, the Netherlands, Nigeria and Sierra Leone. Organisations and work in other countries without any boards for governance at the country level operate as the Branches of ActionAid International and are expected to transform themselves into Associates and ultimately Affiliates over time.
Operational structure <i>Including roles and responsibilities of global and national entities</i>	Its members form an Assembly that is the ultimate governing body with the responsibility for admittance and expulsion of members; approval of overarching longer term international strategies and policies and resource allocations among others. The Assembly elects a Board to which much of the day-to-day governance is delegated. The Board has the following committees: Governance and Board Development, Finance and Funding, Audit and Risks, Remuneration. The Association has a Secretariat which supports, co-ordinates and monitors activities of the members; manages ActionAid programmes in the 20+ other countries which are not yet fully

	<p>affiliated, and manages international work on behalf of the Association. Board appoints the Chief Executive as the staff leader and manager of the International Secretariat and the Association. The Chief Executive has a team of international directors as the senior management team managing the international secretariat work in the matrix of 5 regional, 5 functional and 6 thematic roles and responsibilities.</p>
<p>Location and address of global headquarters/ secretariat</p>	<p>Main International Secretariat ActionAid International Secretariat No. 11 Cradock Avenue JHI Building, 4th Floor Rosebank, 2196 Johannesburg, South Africa</p> <p>Other parts of International Secretariat are located in Rio De Janeiro, London, Brussels, Nairobi and Bangkok.</p>
<p>Number of countries where the organisation operates <i>Please attach list of all countries where you operate</i></p>	<p>47 countries (full list of countries as of 2009 attached. Please note this includes associates, affiliates, country programmes, and countries where we don't have a full presence but fund some work, such as Guinea Bissau)</p>
<p>Number of employees</p>	<p>2633</p>

Finance	2006	2007	2008
	" 000	" 000	" 000
Income from			
- Individual donations	104,906	114,487	114,211
- Foundations	34,905	35,117	26,508
- Governments	24,582	17,681	18,783
- International Organisations <i>UN, EU, World Bank etc.</i>	10,714	11,759	16,312
- Business	409	537	345
- Others – Investment Income	2,344	2,700	2,214
– foreign exchange	(1076)	1,453	2,814
– sale of fixed assets	189	86	356
– sale of educational materials	271	235	146
– other	900	1,891	1,195
TOTAL INCOME	178,144	185,946	182,884
Total income by country - for countries/regions that make up 5 percent or more of total income			
- <i>UK</i>	86,745	88,963	72,596
- <i>Italy</i>	36,037	41,985	43,877
- <i>Other</i>	55,362	54,998	66,411
Expenditure for			
- Programmes and activities directly addressing the organisation's purpose	123,244	117,664	109,587
- Fundraising	26,184	29,295	29,734
- Administration	28,758	34,200	34,961
- Others – Governance	1,742	2,137	2,020
TOTAL EXPENDITURE	179,928	183,296	176,302

	<i>countries/regions that make up 5 percent or more of total expenditure</i>			
	- UK	18,977	22,162	20,778
	- AAI	23,421	24,468	21,899
	- Kenya	15,709	9,901	9,475
	- India	19,457	18,511	11,446
	- Other	102,364	108,254	112,704
Reserves		67,846	64,619	55,111

<p>Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves including</p> <ul style="list-style-type: none"> - <i>the location of operations, including opening of new offices, starting new major activities, and closings</i> - <i>legal status or ownership</i> - <i>global structure and governance</i> 	<ul style="list-style-type: none"> - ActionAid International Malawi has diminished the number of staff from 97 to 56. - ActionAid Ghana, Austcare and ActionAid Sweden in 2008.and ActionAid Kenya and Uganda obtained its Affiliate status in 2009. - NiZA Netherlands joined AAI as an Associate in 2007 and MS Denmark joined as an Associate in 2008. PSO (France joined in - Legal status of AAI changed from Stichting (foundation) to Veerigning (Association) in April 2009. - Global structure of governance changed in 2009 from one Board with representatives of members and independent individual members to a two tier structure consisting of the Assembly of Associate and Affiliate members and a Board of independent individuals elected by the Assembly.
---	--

Principles of the INGO Accountability Charter

Respect for Universal Principles

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
1	Vision, mission, values and key documents position the organisation's work in the context of universal principles and relevant (e.g. UN) documents	The organisation's statutes and key programmatic documents.	○ Fully	
2	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has been working in line with Universal Principles and that it has resolved any formal written complaints (<i>formal written complaints: either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt</i>) it may have received concerning its alleged breach of these Principles.	○ Fully	In 2008, the organization received three complaints: one from EU Trade Commissioner, a Norwegian biofuel company, and from Anglo Platinum and Anglo American. All these were answered in due time and when it was considered relevant to enhance dialogue and improve practices, ActionAid also temporarily withdrew the reports from national or international websites. Only the EU Trade Commissioner has not

				<p>engaged in dialogue and has not replied to the letter sent. In the case of Anglo Platinum, the report complained of was vindicated (in early 2009) by an independent investigation by the SA Human Rights Commission. In the period December 2008-January 2009 we responded to complaints and threat of legal action from a businessman in Guatemala. Unclear or potentially misleading statements pointed out by this businessman were clarified and corrected, and some material was removed from the AAUSA and AA Guatemala websites. We stood by the substance of our claims and provided further factual justification for them.</p>
--	--	--	--	--

Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
-----	---------------	----------	------------	--

	<ul style="list-style-type: none"> less than 50% from one single source; Organisation is not owned/controlled by government, political party or business 	<p>Documentation on</p> <ul style="list-style-type: none"> - ownership and - income 	<ul style="list-style-type: none"> ○ Fully 	<p>ActionAid International has increasingly diversified its sources of income. The main fundraising mechanism is child sponsorship, through which thousands of supporters are mobilised. Some few new members receive a high percentage from one official donor. However, AAI as a whole does not have any donor (individual or official) which provides more than 50% of its resources.</p> <p>ACTION: AAI is working with new members on implementing new fundraising programs aimed at diversifying their fundraising.</p>
--	--	---	--	---

Responsible Advocacy

	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
4	The organisation has written policies ensuring	The organisation's written advocacy policies	<ul style="list-style-type: none"> ○ Partially 	International policies and guidelines exist. Thus

	<p>positions and advocacy are</p> <ul style="list-style-type: none"> - in line with its mission - accurate and - conform with applicable national law 	<p>describe the criteria or circumstances in which it will involve itself;</p> <ul style="list-style-type: none"> - define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate; - contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties. 		<p>International Secretariat is fully complaint.</p> <p>Majority of members and branch organisations also have clear policy advocacy positions and strategies in line with its vision, mission and values.</p> <p>Some members and branch organisations who are either new or do little advocacy are non-compliant as they do not have formal written policies and guidelines for advocacy and campaigning.</p> <p><u>ACTIONS:</u></p> <p>Ensure that all members and country programs will have their national policies towards advocacy</p>
5	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has resolved any formal written complaint it may have received concerning its alleged breach of these policies.	o Fully	.

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
6	The organisations programmes are conducted in genuine partnership with local communities.	The organisations written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisations programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.	Fully (although we continue to strive to improve)	<p>A new partnership policy, rights based approach policy guidelines and core minimum for rights based approach (2009) have further strengthened coherence and compliance.</p> <p>Reviews show room for improvements.</p> <p>ACTION: Further strengthen the coherence and compliance between policies and practices. Bring further objectivity in assessment of the quality of partnership. Revise draft HRBA handbook in line with core minimum and publish during 2010.</p>
7	The organisations programmes aim for sustainable development.	The organisations written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence	○ Partially	AAI programmes in rights based approach emphasise and practice sustainability through primacy of the

		<p>that the organisations programmes</p> <ul style="list-style-type: none"> - are based on the potential of local resources to sustain the activity - contribute to further strengthening sustainability at local level and - do not create or increase dependence on external support. 		<p>agency of poor and excluded people; capacity and organisation building; use of local resources and holding state accountable to their duty. Thus political and social sustainability are strongest in our work.</p> <p>Gap exists in the absence of comprehensive and robust policy, capacity and practice to ascertain that all our work strengthen ecological and environmental sustainability.</p> <p><u>ACTION:</u> Build policy, practices and capacity particularly for ecological and environmental sustainability in our work through the strategy development process scheduled for 2011</p>
8	The organisations programmes are appropriate for the local needs and conditions.	The organisations written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisations programmes	o Partially	Although this is achieved in the majority of programmes, it is not possible to say that ALL our programmes involve local stakeholders in ALL stages of programme

		<p>account, e.g. by involving local stakeholders in all stages of programme design and implementation</p> <ul style="list-style-type: none"> - take appropriate care of relevant local gender, diversity, cultural and religious issues; - avoid negative environmental impact and, where possible, secure a positive impact. 		<p>design and implementation; nor to say that they take care of gender issues in particular in all instances.</p> <p>No serious or significant negative reporting registered/recorded by any of the reviews in this period but improvements are recommended.</p> <p><u>ACTION:</u> The organization is improving the methodologies to deeper the engagement of local stakeholders, with a particular focus on right holders, in all stages of program design.</p>
	Funds raised for specific programmes reach the people or cause in whose name they were raised.	The organisations fundraising and donor information materials, donor communication, programme reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.	○ Fully	ActionAid is continually working to improve contract management capacity and systems across the organization
9	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own programme policies	○ Partially	We have rated our compliance partial because we are not certain that all

		and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.		our country level and international organisations are compliant with all policies. Since last reporting, this has been prioritised and tools for monitoring policy compliance were developed and compliance across the organisation is being monitored. Non-compliance are identified and are being addressed. ACTIONS Continue to monitor policy compliance and policies roll out
--	--	--	--	---

Non-Discrimination

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
10	The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both	- The organisations written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people	o Partially	ActionAid's values and policies promotes equity, gender equity and non-discrimination. We have strong commitment and actions for gender equity We have rated our compliance

		<p>with disabilities at staff and board levels;</p> <ul style="list-style-type: none"> - The organization's plans and operations which fully reflect the non-discrimination policy; - The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination. 		<p>partial because we do not have (a) organisation-wide diversity policy that commits to ethnic, racial or other diversities beyond gender diversity in our internal staffing (b) clear policy statement, guidelines and monitoring against discrimination in the organisation.</p> <p>In our mission related work we clearly take sides of and work with diverse range of social groups, organisations and movements of poor and excluded people.</p> <p><u>ACTION:</u> Develop diversity policy and anti-discrimination policy and monitoring systems.</p>
11	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.	<ul style="list-style-type: none"> o Partially 	<p>Although there has been no reported cases of any discrimination or breach of violation of equity and gender policies in this period, we have rated our compliance here partial because there has been some conversation and perception that informal and subtle discrimination may exist in some parts of the organisation.</p>

Action: Clear anti-discrimination policy statement and monitoring to be put in place.

Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
12	The organisation is open, transparent and honest about its structures, mission, policies and activities.	<ul style="list-style-type: none"> - The organisation's reports which adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research; - The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates. 	<ul style="list-style-type: none"> o Fully 	
13	The organisation reports publicly at least once a year about its activities and achievements.	<p>The organisation's annual report which contains:</p> <ul style="list-style-type: none"> - Mission and values; - Objectives and outcomes achieved in programme and advocacy; - Environmental impact; - Human rights impact; - Governance structure and processes, and main office bearers; - Main sources of funding from 	<ul style="list-style-type: none"> o Fully except for environmental monitoring 	The only item in which ActionAid is not yet fully compliant is environmental monitoring under the IANGO charter. We drafted a policy statement committing ourselves to carbon accounting in 2007, but have not yet put in place the systems to do this effectively. A positive

		<p>corporations, foundations, governments, and individuals;</p> <ul style="list-style-type: none"> - Financial performance; - Compliance with the INGO Accountability Charter and - Contact details. 		<p>example comes from ActionAid UK that currently monitors carbon footprint and energy use and has signed up to 10:10 initiative.</p> <p>ACTIONS: Finalise and roll out a carbon accountability policy and begin implementation.</p>
14	<p>The organisation's annual financial report will conform to relevant laws and practices and be audited by a qualified independent public accountant whose statement will accompany the report.</p>	<p>Independently audited annual accounts</p>	<p>○ Fully</p>	
15	<p>The organisation's practice fully complies with its policies.</p>	<p>The organisation confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has resolved any formal written complaints it may have received concerning its alleged breach of its reporting provisions.</p>	<p>○ Partially</p>	<p>We have rated our compliance partial only because we have received some complaints from sponsors, although insignificant in proportion of the total numbers of sponsors. We deal with all complaints effectively. Action: Work towards absolute 100 per cent complaints free period.</p>

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
16	The organisation has a governing body which has responsibility for the oversight of all aspects of the organisation.	<p>The organisations bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the organisations governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> - selects, supervises and evaluates the chief executive, - oversees programme and budgetary matters - defines the over all strategy, consistent with the organisational mission, - verifies that resources are used efficiently and appropriately, - ensures that performance is measured, - secures financial integrity and - makes sure that public trust is maintained. <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken.</p>	<ul style="list-style-type: none"> o Fully 	ActionAid fully complies with this aspect, nevertheless ongoing improvements in country programmes that have also adopted a national board are being pursued and the organisation is constantly working to improve its governance oversight and downward accountability
17	The work of the	The organisations bylaws, terms of		

	<p>body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.</p>	<p>reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> - identify required qualifications and expertise of the members of the governing body and the mix of skills across the group - specify the frequency of meetings of the governing body (at least two meetings per year), - specify adequate attendance by directors (at least a majority of <i>directors</i> on average), and - lay down voting requirements - provide a process for evaluating the governance body's own performance. <p>Records of the meetings provide evidence that meetings were held and which decisions were taken.</p> <p>A regular general meeting takes place with authority to appoint and replace members of the governing body.</p>	<p>○ Fully</p>	
18	<p>The organisation tries to prevent and, if they occur, actively manages conflicts of interest.</p>	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> - disclose any affiliation they have 	<p>○ Fully</p>	

		<p>with an actual or potential supplier of goods and services, recipient of grant funds, or organisation with competing or conflicting objectives;</p> <ul style="list-style-type: none"> - absent themselves from discussion and abstain from voting or otherwise participating in a decision on any issue in which there is a conflict of interest; and - refuse large or otherwise inappropriate gifts for personal use. 		
19	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has resolved any formal written complaints it may have received concerning its governance system or members of its governing body.	<ul style="list-style-type: none"> o Yes 	Our General Assemblies at the country level has adequate level of representation from the communities and partners we work with but we have not been able to fully comply with the desired or required level of members in the country Boards from people and communities of poor and excluded people we work with.

Ethical Fundraising

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
20	In accepting funds the organisation ensures that it complies with its own ethical standards.	The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.	○ Fully	
21	The organisation respects the rights and wishes of donors.	<p>The organisation's written policy confirms donors' rights</p> <ul style="list-style-type: none"> - to be informed about causes for which the organisation is fundraising; - to be informed about how their donation is being used; - to have their names deleted from mailing lists; - to be informed of the status and authority of fundraisers and - to anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence and - that donations accepted for a specific purpose, are used for that purpose. <p>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</p>	○ Partially	<p>Global and national level policies exist but we need, where appropriate, to ensure international level commitment and hold an overarching international set of donor rights. In particular on the item donors to be informed about how their donations are used. This is being reviewed by the internal audit team.</p> <p><u>ACTION:</u> Market Development team to ensure every national site publishes donor rights policies, and develop a collective global DR policy</p>

	<p>organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.</p>	<p>The organisation's fundraising materials and communication</p> <ul style="list-style-type: none"> - show how the donation will further the organisation's mission; - neither minimise nor overstate the size or urgency of the challenge the organisation wants to address; - do not contain any material omissions or exaggerations of facts, misleading photographs, nor create a false impression or misunderstanding; - show how organisation will handle any shortfall or excess of income raised for a specific project. <p>The organisation's donor information materials and communication provide detailed documentation on the use of donations.</p> <p>Follow-up with donors about clarity and quality of materials sent to them shows that the organisation's intended message is accurately getting through.</p>	<ul style="list-style-type: none"> ○ Fully 	
23	<p>The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods</p>	<p>The organisation's written gifts-in-kind policy</p> <ul style="list-style-type: none"> - states under which conditions and for which purposes gifts-in-kind are being accepted; - provides clear parameters for 	<ul style="list-style-type: none"> ○ partially 	<p>Despite the defined policy and knowledge of its existence, we have found inadequate implementation in some countries. <u>ACTION:</u></p>

		valuation and auditing of gifts-in-kind. The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.		To popularise the policy among staff for complete implementation.
24	The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.	The organisation's policy for the use of agents or other third parties for fundraising purposes states <ul style="list-style-type: none"> - that contracts between the organisation and a third party will be in writing and - that these contracts will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards. 	○ Partially	We have rated our compliance partial only because we do not have a system for regular monitoring and assessment of it, although AAI is confident that we are mostly compliant. <u>ACTION:</u> Assessment by national funding affiliates/associates ActionAid USA is seeking better management of online donations through third party portals to be sure this standard is met.
25	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its fundraising and related policies and that it has resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice.	○ Partially	In one country, there have been reports of some breaches where supporters did not know where their money had been spent. These are currently being investigated.

Professional Management

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
26	The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.	<p>The organisation's written management terms and conditions, policies and procedures contain</p> <ul style="list-style-type: none"> - job specifications and personnel profiles for the CEO and Senior Management Team positions - annual work plans for the CEO and the Senior Management Team directly referring to the organisation's strategy - an appraisal system with the CEO being appraised by the governing body. <p>The organisation's strategy and key policies lay down clear objectives and criteria defining excellence.</p>	<ul style="list-style-type: none"> ○ Fully (although working to improve) 	<p>We are working to further improve our performance management procedures throughout the organisation .</p> <p>We are working to enhance our internal communications and responses to consultations.</p>
27	Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.	<p>The organisation operates according to a budget approved by its governing body.</p> <p>The organisation exercises adequate internal controls over disbursements to avoid unauthorised payments,</p>	<ul style="list-style-type: none"> ○ Partially 	<p>ActionAid fully complies with all requirements except that financial statements are in some countries produced later than 6 months. International statements were signed off on time.</p>

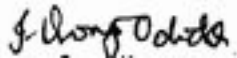
		<p>prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organisations annual, audited financial statements</p> <ul style="list-style-type: none"> - are produced by a certified public accountant; - presented timely (normally not later than 6 months after the end of the financial year) and in line with the organisations written finance policy; - comply with nationally accepted accounting standards and legal requirements. 		
28	<p>The organisation has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.</p>	<p>The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.</p>	<ul style="list-style-type: none"> o Partially 	<p>ActionAid through the ALPS policy stimulates all programmes to enhance mutual accountability. A project management system was launched at the beginning of this year and 35% of the organisation have now been trained up to use it. Regular reflections and reviews do take place to measure the impact of plans but the lack of comprehensive work plans and personal appraisals in</p>

				some areas does mean that this is work in progress. Action: A stronger M&E system will be developed till mid 2010
29	The organisation ensures that its partners meet the highest standards of probity and accountability.	In its policies guiding the selection of and cooperation with partners the organisation <ul style="list-style-type: none"> - identifies adequate criteria for the selection of effective, legitimate and reliable partners; - takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice. 	o Partially	We have rated our compliance as partial because our well defined new partnership policy has not been fully rolled out and implemented. The international partnership policy is in place and was shared with all programmes. At the moment countries are in the process of adapting this policy to their national contexts . this is a priority for managers.. <u>ACTION:</u> Roll out of partnership policy; Strengthen partnersq administrative capacity. Improvement in partner accountability and communication towards the right holders.
30	The organisation recognises the crucial role the quality and dedication	The organisations written human resources policies and procedures <ul style="list-style-type: none"> - conform fully with relevant 	o Fully	Health safety policies and practices across various countries vary significantly.

	success of its work and is committed to investing in human resource development.	<ul style="list-style-type: none"> - international and national labour regulations; - provide for remuneration and benefits levels which strike a balance between public expectations of not-for-profit organisations and the need to attract and retain the staff the organisation needs to fulfil its mission; - apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work. - include procedures for evaluating the performance of all staff on a regular basis. 		Organisation-wide core standards and compliance are being developed.
31	The organisation takes all required provisions to exclude corruption and bribery from its work.	<p>The organisations relevant policies</p> <ul style="list-style-type: none"> - specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisation; - identify appropriate steps to be undertaken in cases of suspected bribery or corruption. 	○ Fully	
32	The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and	<p>The organisations relevant policies contain appropriate provisions</p> <ul style="list-style-type: none"> - preventing sexual exploitation, abuse; - ensuring gender equality; - preventing discrimination in all its 	○ Fully	T

		forms; - fostering ethnic and racial diversity. -		
33	The organisation provides internal feed-back mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission.	The organisation's written whistle-blowing policy enables and encourages staff to draw management's attention to activities that may not comply with the law or the organisation's mission and commitments, including the provisions of the INGO Accountability Charter.	o Fully	
34	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related policies and procedures and that it has resolved any formal written complaints it may have received concerning its management provisions and practice.	o Fully	

Date. December 22, 2009



Chair of the Board



CEO