



Global Reporting Initiative Report 2011

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ActionAid International

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1 Strategy and analysis

1.1 Statement from the most senior decision-maker in the organisation

Letter from the Chief Executive

It is my pleasure to submit our report of the highlights of ActionAid International's work during 2011, across 43 member countries and through the International Secretariat, in the final year of our strategy Rights to End Poverty 2005-2011. This is our fifth report since becoming a founding member of the Accountability Charter, and our third using the GRI NGO Supplement. We have chosen to report against the 25 indicators that are most directly relevant to our work, as well as our mission and values, and in line with the current monitoring metrics.

Our [2011 AAI Annual Report](#) to our General Assembly provides a global overview of our work. By using stories of change as an illustration for our achievements and challenges, the report is admittedly a snapshot, but helps us to identify and act on areas for improvement and share the results of our work with others. Each of our members, branches, and international secretariat units also produce comprehensive annual reports. These can be accessed through the [ActionAid website](#) by choosing the relevant country.

Our 2011 Annual Report shows how we have continued to link grassroots activism with state-level lobbying, amplifying the voices of partners, women, men and young people living in poverty to achieve legal, social, economic and environmental change. We were able to do this as a result of the unfaltering work of our partners and staff, with the fantastic support of hundreds of thousands of supporters and campaigners worldwide. We are proud to be able to show some powerful examples of how we are advancing towards fulfilling our vision of ending poverty and injustice. The Annual Report also presents us with an opportunity to share some lessons learnt which we consider to be a key aspect of fulfilling our accountability commitments. We hope this report, together with our Annual Report, will make for interesting reading and that you will find our stories of change inspiring as they show how people's actions to end poverty can bring about change. We are also looking forward to your advice on how to improve our reporting standards in the future.

The Annual Report is available to all our stakeholders and is testimony to AAI's continued commitment to the Principles of the INGO Accountability Charter. It is our ambition to show how the Human Rights Based Approach and commitment to non-discrimination is core to AAI identity and strategy. We believe that responsible advocacy and fundraising is made possible through organisational independence and transparency, and that good governance, mutual accountability of our members and professional management lead to effective programmes. I hope that this report will give a fair and balanced glimpse of our work and I am convinced that it will serve to further improve our accountability to all our key stakeholders.

1.2 Achievements and Events

2011 was a transition year for Action Aid as we saw the shift from our previous strategy, 'Rights to End Poverty', to our new strategy, '[People's Action to End Poverty](#)'. The new strategy builds on previous achievements and places a greater emphasis on connecting and mobilising people and bringing about change through shifting attitudes and behaviours. It also has a much greater focus on seeking and applying rights-based alternatives for lasting, sustainable and positive changes in the lives of people living in poverty.

During the process for developing the strategy, which for accountability reasons, we deemed as important as the end product itself, we reached out to literally hundreds of partners, supporters and the communities in which we work. We brought together representatives from International and National Boards, the International Assembly, and as many staff as possible. A key part of the

process was our innovative international strategy conference in Johannesburg, which gathered 120 people from 45 countries to help shape the plan and future role of ActionAid, its identity, structure, governance and political positioning. This has been followed by a concerted effort to align specific country strategies, guided by local and national contexts, so that the global strategy can be delivered collectively and coherently.

In 2011 our work reached millions of people: from those still homeless and landless after the Haiti earthquake, to people facing drought and hunger in East Africa; from women farmers struggling to grow enough crops to survive because of climate change; to girls denied appropriate education in Tanzania and Nigeria.

Given ActionAid's local programming and global campaigning capacity, our biggest effort and impact was on food security. Impact in this area was achieved by building on successes of previous years in making women's land rights central to the policy debate, including its links to climate change, food rights, and the work of the HungerFree campaign. In particular, we influenced the Comprehensive Africa Agriculture Development Programme (CAADP) and gained more resources for national agricultural budgets and support to women farmers. Meanwhile, our lobby work ahead of, and during, the UN Climate Change Summit focused on the need for a 'real deal' for smallholder farmers – one that directly compensates rural communities for the impact of global warming on their livelihoods and food security – through a UN Green Climate Fund. Our efforts alongside peasant movements and farmers' groups earned ActionAid the reputation for creating sustainable change in advancing food rights for all.

Our work to influence national development strategies in many of the countries where we work united our participatory training methods on economic literacy and budgets with our national policy work, achieving a more integrated push for social protection nationally, and for tax justice internationally. As part of this work we launched a pilot in relation to unpaid care work and its impact on poverty and human rights. Reaching women and men in over 500 rural and urban communities across Nepal, Nigeria, Kenya and Uganda, part of this effort was to start to formulate new policies to redress the unequal burden of care on women, such as redistributive transformative social protection.

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

Another success this year was deepening our HRBA in emergencies programmes. In Haiti, in the wake of the earthquakes and slow progress to rebuild, we launched a major campaign on transparency and accountability by bringing together a number of social movements and human rights defenders to push for housing, land and development reform, and connecting them to policy makers in Haiti and the US. In our East Africa response we supplemented emergency food with longer term livelihood support, and conducted research on the link between drought and climate change. Moreover, in 2011 ActionAid became a member of the Humanitarian Accountability Partnership (HAP). AAI is committed to being externally assessed on our accountability in emergencies interventions.

As part of our new strategy we have also intensified our work with young people. A good example this year was in the run-up to the November elections in the Democratic Republic of Congo, when ActionAid, along with international and national partners, launched a public awareness campaign aimed at protecting youths and street children from being used for political ends or to intimidate opponents. Meanwhile, ActionAid worked to include youth in linking child sponsorship with deeper rights work in Brazil, mobilised young leaders to bring about social and economic change in communities in Myanmar, and pushed for significantly more investment for quality education for millions of children worldwide.

1.3 Our internal environment, challenges and goals for the strategy period 2012-2017

Responding to the demands of the new strategy and the findings of the 2010 evaluations, we initiated a complete restructuring of the International Secretariat and a major overhaul of all our systems to achieve more synergy and effectiveness in the future, the fruits of which we hope to benefit from in 2012.

Our efforts to build our own capacity and the capacity of partners around HRBA saw for the first time one integrated training package that combined campaigning, local programming, funding, gender analysis, monitoring and evaluation and facilitation skills. By the end of 2011, 306 ActionAid staff and staffs from 47 partner organisations from 20 countries had been trained through ‘training of trainers’ and HRBA trainings conducted in 5 countries enhancing skills for HRBA programmes. We have also been piloting our new Monitoring & Evaluation (M&E) system, with guidelines and tools being developed as appropriate. All ActionAid entities worked to strengthen their M&E approaches and systems, starting by assessing the quality of their Local Rights Programmes (LRP) and making plans for strategy alignment, setting indicators and baselines.

Creating and collectively agreeing our new strategy with its ambitious change promises (across 43 countries, 2800 staff, hundreds of partners and 25 national boards) was a significant achievement for us, but with it comes a bigger challenge of implementing it. It is not just about fighting poverty but rather working for long-lasting solutions, linking people and movements across the planet and across issues; connecting our work locally, nationally and globally and campaigning from the local to the global level. We want to be able to demonstrate the impact of our work on the lives of women, men, youth and children living in poverty, and to hold ourselves collectively accountable for delivering on our five strategic objectives, the ten change promises and seven organisational priorities.

We will now focus on developing operational plans to implement the new strategy, improving planning and information systems, developing monitoring frameworks for all programmes, and improving and strengthening ways of working internationally.

1.4 The external environment we work in

A new feature of the poverty landscape today is the high share of poor people living in fragile states. Poverty is increasingly concentrated in fragile and conflict-affected states, where governments cannot meet the expectations of their populations and, in some cases, may not even be perceived as legitimate representatives of their people. This evolution challenges the basic aid delivery model, which has traditionally focused on assisting well-governed countries. Time frames for development in fragile contexts are likely to be far longer than aid agencies recognise, and building blocks are needed in areas like security, social justice and reconciliation. The call on resources for the eradication of poverty will be national: global transfers will be required to fill a gap and to assist in areas where delivery and effectiveness challenges are high¹.

The financial crisis pushed more people into extreme poverty and left people without jobs. During 2011 the global economic slump and Eurozone crisis affected our fundraising with individuals and big donors, for example, through the cancelling of the next round of grants from the Global Fund. There were disappointing outcomes from the fourth High Level Forum on Aid Effectiveness in Busan, South Korea, where donors failed to agree a target for ending ‘tied aid’ – a practice whereby donor governments force countries to spend aid on their goods and services. Women’s rights were also not prioritised. Added to this, activists had only limited success at the UN Climate Change conference in Durban, and NGOs faced ever-shrinking democratic space in countries as far apart as Ethiopia, Uganda and Vietnam.

Climate change continues to be one of the starkest crises the world is facing, affecting millions of poor people around the world, however, it also reminding us to invest wisely in sustainability and diminish

¹ Kharas and Rogerson, Horizon 2005 Future of Aid Report

excessive ways, calling for better management of resources.

While there are huge challenges, we see hope in peoples uprisings in different parts of the world, people fighting against injustice. Social media has become a powerful medium to connect and mobilise people around the world. 2011 marked the dawn of digital activism and citizen journalism.

To succeed in the coming years, the struggle for justice and equality needs new thinking, new approaches and new ways of organising. There is much cause for optimism. As the 2015 deadline for the Millennium Development Goals passes and the policies of International Financial Institutions are discredited in the wake of the financial and food crises, new frameworks will be needed. Rights-based alternatives are being developed every day, on every issue, in different spaces, in different countries. Social media has become a powerful medium to connect and mobilise people. With people around the world, ActionAid is committed to harnessing and advancing these into strategic solutions for a poverty-free planet.

Joanna Kerr
Chief Executive

2 Organisational profile

2.1 Name of organisation

ActionAid International (also referred to as 'ActionAid' in the report)

2.2 Primary activities

ActionAid International's main activities comprise of: participatory analysis and awareness-raising; organising and mobilising civil society and citizens worldwide, and building solidarity networks; strengthening the capacity of partners; working with social movements; addressing immediate needs of vulnerable people (especially in emergencies); advocacy and campaigning work; and research work to develop and promote alternatives to existing systems, policies and practices. Additionally, ActionAid engages in varied fundraising activities.

2.3 Operational structure of the organisation

ActionAid International is a federation of autonomous members, Affiliates and Associates, in their respective countries and governed by a national Board, and Country Programmes. The International Secretariat supports, coordinates and monitors activities of its members; manages ActionAid programmes in the 18 country programmes that are not yet full members, and manages international work on behalf of the federation members. The International Board appoints the Chief Executive as the staff leader and manager of the International Secretariat and the federation. The Chief Executive is supported by a team of international directors who are part of the senior leadership team. This senior leadership team manages the International Secretariat's work in a matrix of seven clusters and six international directorates.

In 2011, there are 16 Affiliates, 9 Associates and 18 Country Programmes. There is an ActionAid Country Office in each of these countries, with national Boards for Affiliates and Associates. The structure of the local ActionAid organisation within each country may vary in relation to its size and staffing. The International Secretariat is polycentric with its headquarters in Johannesburg, South Africa. There are International Secretariat Hubs in Rio de Janeiro, Bangkok, Brussels, London and Nairobi.

A total list of the national offices and International Hub offices is included in Annex 1. Annex 2 contains organisational diagrams.

2.4 Location of the organisation's headquarters

Main International Secretariat (at the time of this report):

ActionAid International Secretariat
No. 11 Cradock Avenue
Rosebank Mall Offices Building, 4th Floor
Rosebank, 2196
Johannesburg, South Africa

Affiliates: Australia, Brazil, Denmark, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Nigeria, Sierra Leone, Sweden, Uganda, UK, USA.

Associates: Bangladesh, France, Malawi, Nepal, The Netherlands, Tanzania, Thailand, The Gambia and Zambia.

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

Main International Secretariat (from 19 October 2012):

4th Floor West
158 Jan Smuts Avenue
Rosebank, 2196
Johannesburg, South Africa

2.5 Number of countries where the organisation operates

ActionAid International has full operations in 43 countries including Associates, Affiliates, and Country Programmes. We also fund work in other countries through cross border programmes and/or partners.

2.6 Nature of ownership and legal form

ActionAid International is an association (vereeniging) of ActionAid members from various countries and is registered in the Netherlands. There are two categories of membership: Affiliate and Associate (in transition to becoming an Affiliate). An Affiliate has two votes in the Assembly, and an Associate has one vote.

Those organisations working in countries without Boards of governance at the national level operate as branches of ActionAid International and are expected to transform themselves over time into Associates and ultimately into Affiliates.

2.7 Target audience and affected stakeholders

ActionAid International contributes to the global movement against poverty and for rights and justice. Together with partner organisations worldwide, with the support of hundreds of thousands of supporters and activists, and working in alliances and networks with other civil society organisations that share our goals, ActionAid International worked with millions of individuals, families and thousands of communities to help organise and mobilise them around their rights.

ActionAid works with the poorest and most excluded people and the organisations that represent them, in rural and urban areas. ActionAid focuses in particular on women, children, youth, and men living in poverty, and socially excluded and marginalised groups. Other stakeholders include partners, allies (social movements, other INGOs and NGOs), our supporters and donors, and in some cases also governments.

2.8 Scale of reporting organisation

Number of employees

The number of staff, globally, in 2011 was 2863, just 1 less than from our 2010 global headcount. Of these, 52% were female. Female representation at leadership level grew from 42% in 2010 to 52% in 2011.

At present, ActionAid International does not keep track of the numbers of its volunteers or supporters in a way that can be aggregated across the federation. ActionAid keeps track of the number of children who are sponsored by individual child sponsors (which we refer to as a 'link') and the number of individual child sponsors, as some people may sponsor more than one child. In 2011, the number of supporters was 385,000 with child links amounting to 468,000. Child sponsorship is a key fundraising approach in the following countries: UK, Italy, Ireland, India, Greece, Sweden, Australia, USA and Brazil.

Total income and net revenues

The total amount of income in 2011 was €224 million, a reduction of 4% from €231 million in 2010. Of this, €106 million was from regular giving (mostly child sponsorship and related techniques) and €69.5 million was from institutional donors, such as Danida, DFID, the UN, and the EU (a reduction from €72m in 2010).

Overall, our voluntary income – which includes income from trusts, individuals and corporate – decreased by 2, 7% due to exchange rate changes in relation to the UK pound sterling, and lower levels of emergencies and therefore emergency funding. Overall there was a deficit of €1.7 million.

Total net assets broken down in terms of assets and liabilities

Our total net assets rose from €91 million in 2010 to near on €92 million in 2011.

Aggregated statement of financial position as at 31 December 2011

	Note	2011 €'000	2010 €'000	
ASSETS				
Non-current assets				
Property, plant and equipment	9	3 752	4 836	
Investments	11	10 588	11 224	
		14 340	16 060	
Current assets				
Receivables	12	19 487	14 495	
Cash and cash equivalents				
Short term bank deposits		8 439	18 409	
Cash at bank		80 306	68 938	
		108 232	101 842	
Current liabilities				
Payables	13	(30 748)	(26 943)	
Net current assets		77 484	74 899	Approved by the Assembly of ActionAid International on 30 June 2012 and signed on its behalf by:
Total net assets		91 824	90 959	
FUNDS				
Restricted funds	14			Irene Ovonji-Odida Chair of the Board of ActionAid International
Liquid funds and treasury reserves		63 792	63 378	
Property, plant and equipment reserve		1 662	2 731	
		65 454	66 109	
Unrestricted funds				
Liquid funds and treasury reserves		24 280	22 745	Michael Lynch-Bell Treasurer of the Board of ActionAid International
Property, plant and equipment reserve		2 090	2 105	
		26 370	24 850	
Total funds		91 824	90 959	

2.9 Significant changes during reporting period regarding size, structure, or ownership

In 2011, ActionAid's Assembly voted in AA Sierra Leone and AA Nigeria as full Affiliates. This was the only change in the organisation's membership from 2010.

The Assembly endorsed the nominations for Adrian Zapata from Guatemala and Kibby Kariithi from Kenya to join the International Board in 2011, while Candido Grzybowski from Brazil resigned after several years of dedicated service. In December 2011, Michael Lynch-Bell joined the International Board and replaced Patrick Dowling as Treasurer. Patrick Dowling will continue to sit as a member of the Board in to 2012.

In 2011 the International Secretariat underwent a full reorganisation in order to achieve more synergy and effectiveness to deliver on the new global strategy. The International Directors' team and the number of directorates were reduced to six. The new Senior Leadership Team led by the Chief Executive will ensure the overall performance of ActionAid International and set the long-term strategic direction, alongside the Board and General Assembly.

The International Secretariat has shaped three new directorates: Country Coordination, Organisational Effectiveness and Programmes. The Country Coordination Directorate, brings together the country

programme and member coordination in seven clusters. With this move, the International Secretariat has redefined its regional offices into International Secretariat Hubs in Nairobi, Rio de Janeiro, Brussels, London and Bangkok with the International Secretariat headquarters in Johannesburg. The Organisational Effectiveness Directorate includes functions such as Learning and Innovation, Human Resources, Evaluation and Accountability, Planning and Management Information Systems and Organisational Development. This directorate aims at building a more cohesive, people-centred federation with streamlined policies and systems that allow us to be effective and accountable. The Programmes Directorate brings a more integrated approach to programme work ensuring collaboration across the different mission objectives. This Directorate also includes a new HRBA support unit aiming to streamline HRBA capacity, skills and tools across the federation to improve programme quality.

The Finance and Operations Directorate will also include Information Technology and Office Administration across all the International Secretariat Hubs. Fundraising and Communications continue as one strengthened Directorate. The Chief Executive's Office will include Internal Audit, Governance as well as a dedicated Senior Leadership Advisor to support country directors and leadership development across the Federation.

2.10 Awards received in the reporting period

No awards were received in 2011 – except for grants and donor funding, which is not included in this section.

3 Reporting parameters

3.1 Reporting period for information provided

January 2011 – December 2011.

3.2 Date of most recent previous report

ActionAid International GRI Level C Report 2010: submitted August 2011.

3.3 Reporting cycle (annual, biennial, etc.)

ActionAid International will report annually on the GRI.

3.4 Contact point for questions regarding the report or its content

Zaira Drammis, Head of Evaluation and Accountability, ActionAid International (zaira.drammis@actionaid.org)

3.5 Process for defining report content

This report is ancillary to and should be read alongside the [2011 Annual Report of ActionAid International](#). The boundaries of this report are the same as for the Annual Report. This report does not include activities performed by ActionAid International partners. This report seeks to consolidate the work that ActionAid International does overall in relation to its own strategy and objectives, as stated in the International Strategy: Rights to End Poverty.

The report includes information and topics of relevance to ActionAid International's stakeholders and staff, which also pertain to organisational objectives, values, policies and management systems. ActionAid International has strong values and policies in relation to accountability as well as in relation to transparency and sustainability. One way to adhere to these values and principles is by being a member of the International NGO Accountability Charter and in developing this report. This report emphasises those issues of highest importance to the organisation and key stakeholders, which also exemplify ActionAid International's work, strengths and weaknesses.

Report content is defined during the annual reporting process with inputs and feedback from the Board, senior management teams in all countries, ActionAid International staff and partners globally. Our partners are responsible for ensuring the voice of the people that ActionAid International reaches and works with is reflected in the report. Our analysis is based on the annual participatory review and reflection process, which includes input from stakeholders outside and within each area of work and country. Each annual review and reflection process is documented – and reported to the International Secretariat. It is from these annual reports that most information has been gathered for the global report.

ActionAid International adopted the 'most significant change' method of compiling and writing the Annual report 2011. This entailed each country and each unit in the organisation to report on the most significant story of change from their work in 2011. Each country is represented in the report by a story of significant change. Relevant Heads of units in the International Secretariat were also interviewed and provided inputs into the report.

The choice of indicators to report upon in this report was based both on the availability of information and on our efforts to improve monitoring of key areas of responsibility – i.e. environmental impact and human rights. We acknowledge that information relating to some indicators is still not comprehensive and answers may not always be fully complete in relation to all countries, for example, reports on

carbon data. We have, however, made our best attempt to include relevant available information at this moment in time.

3.6 Boundary of the report

Please see the previous section (3.5). This report reflects that of the ActionAid International federation including all Affiliates, Associates and Country Programmes.

3.7 State any specific limitations on the scope or boundary of the report

This report is compiled on the basis of ActionAid International's work in 43 countries and does not go into the details of each programme. Instead, it provides an overall summary of the work carried out, with some examples to highlight the points made. As mentioned earlier, each country develops an annual report available through the [international website](#) - selecting the country of interest.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations

This is not relevant for ActionAid International.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)

There are no re-statements of information.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report

No significant changes.

3.12 Table identifying the location of the standard disclosures in the report

This content is the GRI content index for Level C.

4 Governance, commitments, and engagement governance

4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight

ActionAid International is an international federation with a two-tier governance model composed of:

- An Assembly, in which all Affiliate and Associate members participate fully. This provides the highest level of governance. The Assembly bears the responsibility for admittance and expulsion of members; approval of overarching longer term international strategies and policies, and resource allocations, among others. The countries represented in AAI Assembly in 2011 are listed in the box on the right.
- The Assembly elects an International Board, to which the majority of the day-to-day governance is delegated.

Affiliates: Australia, Brazil, Denmark, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Nigeria, Sierra Leone, Sweden, Uganda, UK, USA.

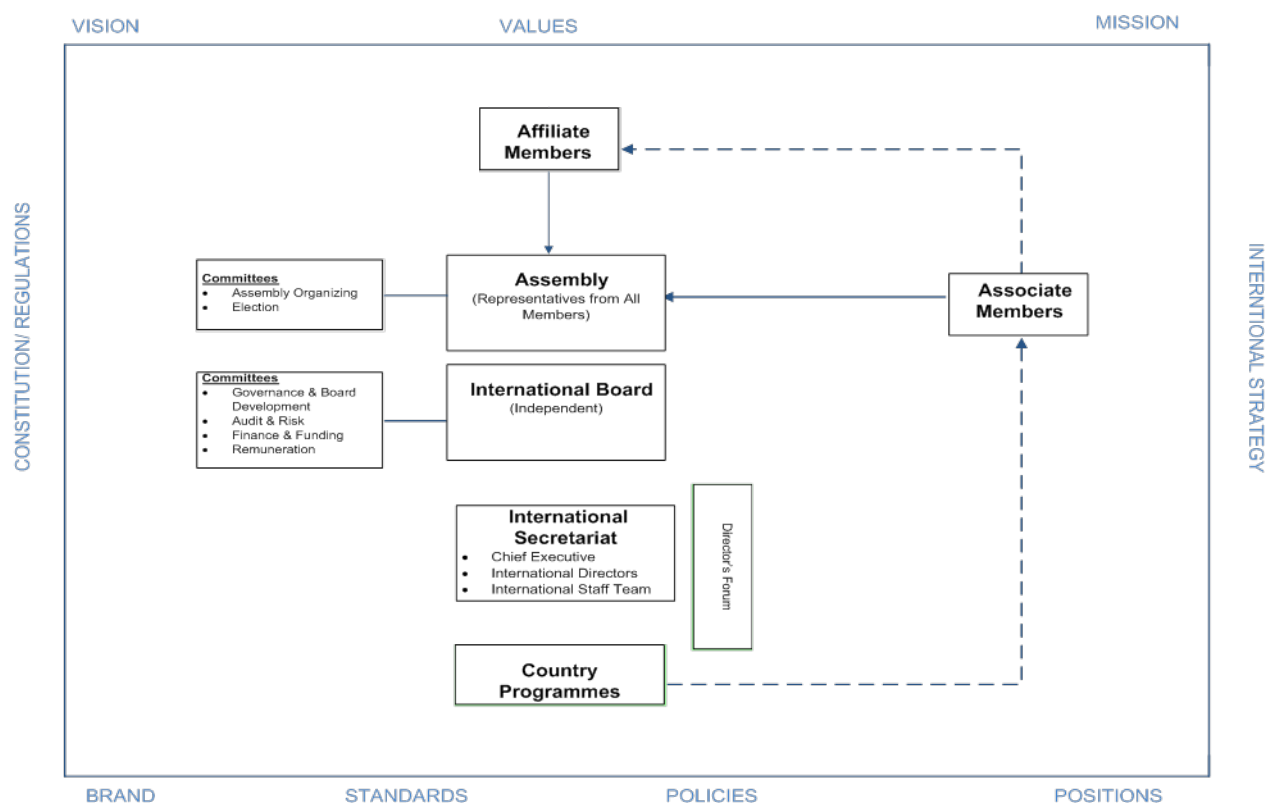
Associates: Bangladesh, France, Malawi, Nepal, The Netherlands, Tanzania, Thailand, The Gambia and Zambia.

The Assembly has two committees:

- Assembly organising committee, responsible for ensuring efficient preparation for and conduct of Assembly meetings in accordance with ActionAid International's Constitution, Regulations and Governance Manual. The committee receives, reviews, decides on acceptance of, and informs assembly members and participants about motions proposed by members for consideration and decision by the Assembly. The committee also decides on the agenda, sessions, session facilitators/chairs and preparations for the overall assembly meeting in accordance with guidelines.
- Election committee: responsible for managing election processes.

ActionAid International's Board provides effective and regular governance, oversight and support to the International Senior Leadership Team. The Board has nine members and the following committees:

- Governance and Board Development Committee
- Finance and Funding Committee
- Audit and Risk Committee
- Remuneration Committee



4.2 Indicate whether the chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives

Neither the chair of the Board nor the convenor of the assembly is an executive officer.

The ActionAid International governance manual states that: "Governance is the process by which an Assembly or Board functions as a unit to direct the organisation while management is the process of implementation, translating governance policy into programmes and services." The following table illustrates this distinction.

Governance	Management
Determine fundamentals of organisation: values, vision, mission, overall strategy	Implement activities based on the fundamentals
Focus on strategy and policy: high level guidance	Interpret the high-level guidance in practice
Choose, manage, support, guide and challenge the Chief Executive	Headed by the Chief Executive who chooses, manages, supports, guides and challenges all other staff, directly or indirectly

4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members

This does not apply to ActionAid International because we have a two-tier structure, but the AAI Board was composed of nine independent members in 2011.

4.4 Mechanisms for internal stakeholders (e.g. members, shareholders and employees) to provide recommendations or direction to the highest governance body

At the international level, ActionAid International's members own the federation. The members nominate representatives who attend, participate, vote and make overall decisions at the ActionAid International Annual General Meetings. The business of the Assembly is largely defined and guided by the statutory businesses and motions presented and filed by both the International Board and the ActionAid International members. The powers and functions of the Assembly are well defined by the ActionAid's Constitution. The process of decision-making is open, transparent and democratic and is also clearly defined in the constitution. Each member is entitled to vote at the Assembly.

At the national level, organisations (members) ensure that their primary stakeholders such as volunteers, supporters and organisations/movements of the poor and excluded people represent at least 50% of the General Assembly. The General Assemblies of ActionAid International members should also have a maximum of 10% of its total members invited from among the heads or representatives of organisations with which there is an on-going and longer-term partnership.

The Chief Executive internationally and Country Directors nationally are the secretaries to the Boards/Assemblies - this offers a connection between governance and management. In most cases, they attend as ex-officio members of the Boards/Assemblies and they bring upcoming issues and recommendations to the Board.

Each national level Board has a senior staff member from the International Secretariat or another member to ensure cross-federation communication and learning. The national Boards are elected by and from the General Assembly membership.

ActionAid International's Open Information Policy requires that the minutes and reports of all Assembly and Board meetings are made available to staff. The Chief Executive actively ensures that a communiqué is sent to the organisation communicating key decisions to all staff. There is an intranet site, ActionAid HIVE, which is a key internal platform for sharing information, storing relevant documents and for peer learning.

All members are required to have a governance review annually. This review, facilitated by an external consultant in most cases, is intended to assess the effectiveness of the governance structure and provides employees an opportunity to appraise and input on the governance process.

4.14 List of stakeholder groups engaged by the organisation

- Individuals and groups of individuals who experience poverty and denial of rights, including but not limited to poor and excluded women, children, indigenous peoples, landless people, marginal and small-holder farmers, people affected by disasters and conflict, people living with HIV and AIDS, migrants, sexual minorities, informal workers, and other groups suffering from social discrimination and poverty.
- Communities in which ActionAid is present and neighbouring communities
- Community based organisations, local and international non-governmental organisations
- Networks, coalitions and alliances
- Governments (national, regional, local)
- Institutional and individual donors
- Supporters, Members, Volunteers
- Private sector institutions
- Academic institutions
- Suppliers
- Employees and others who work for AAI

4.15 Basis for identification and selection of stakeholders with whom to engage

ActionAid works in hundreds of communities with stakeholders in what are known as Local Rights Programmes on an average of 10 years given the nature of our human rights based methodologies. The processes for identification are described in ActionAid International's [Accountability, Learning and Planning System \(ALPS\) 2011](#) update, which includes our processes for appraisal, partnership, etc. ALPS informs the organisation of the organisational process required to start up a programme/activities and provides guidelines throughout the programme period. ALPS was updated in 2011 to reflect a decision to incorporate programme standards and monitoring requirements for members of the federation. It will be reviewed in 2012 to shape a new accountability framework for the organisation by 2013.

Appraisals are conducted before starting any new programme during which a contextual mapping exercise and situational analysis take place. This process informs ActionAid of areas of concern and issues to work with as well as of stakeholders, possible partners, target audience, etc.

When choosing local partners, the local ActionAid members and Country Programmes conduct specific appraisals in order to identify the most appropriate partner. The local partner will also identify and select stakeholders to engage at local and national level. These stakeholders are also involved in the strategic planning process.

Local communities take part in the appraisal process underpinning the selection of relevant people living in poverty and stakeholders to be part of the ActionAid programmes. They assist local partners organisations and ActionAid to identify whom to involve in the programme.

In 2010, ActionAid International published the [Human Rights Based Approach \(HRBA\) Handbook](#). The handbook sets out criteria for how to select partners, stakeholders and other actors with whom to engage. The handbook describes programming principles, and two of the principles adhere directly to engagement with others, namely putting people living in poverty first and ensure their meaningful participation and working in partnership. The handbook prescribes that ActionAid International must work together with people living in poverty to analyse and strategise about how their rights can be addressed and work to build the organisations and power of people living in poverty.

ActionAid International's programmes worldwide are implemented through partnerships, which is why partnerships are critical to the Human Rights Based Approach. There is a period of mutual assessment at the beginning of each programme and partnership, after which a Memorandum of Understanding is developed if partnership is mutually accepted. Partnerships need to be reviewed on an ongoing basis, at least once a year. The partners should give feedback to ActionAid International on its work and their relationship with our organisation, and vice versa. ActionAid International also works with alliances and networks; partners with people's organisations and movements, and NGO or community-based organisations supportive of people's struggles.

In relation to other stakeholders, such as potential donors or sponsors, the ActionAid International Company Fundraising Policy stipulates whom we can or should not engage with:

"ActionAid recognises that the private sector is a key part of the economic environment within which we operate, but we must take care that we do not enter into relationships with companies that fail to demonstrate adequate respect for human rights (including labour rights) or adequate compliance with core environmental standards, as set out in specific UN conventions and treaties. Partnerships with such companies that are knowingly sustaining poverty compromise our ability to deliver our mission and live by our values."

It needs to be emphasised that this policy contains the global minimum standards for the screening and acceptance of donations, gifts in kind and brand associations with companies for all ActionAid Associates, Affiliates and Country Programmes. These global standards are primarily applicable to multinational enterprises, with the following exceptions:

- *The global minimum standards define a small number of 'excluded' industries, from which no donations may be accepted by any ActionAid member, Country Programme or department – regardless of the size of the gift or whether the company in question is a national or a multinational enterprise.*
- *The global minimum standards require screening of national or multinational companies that have been identified as international campaign targets.*

Most nationally owned and operated companies fall outside the remit of this policy. Therefore, each ActionAid International member country is strongly encouraged to develop its own standards for screening, guided by the principles and direction of this policy. A member country may wish to define additional ethical criteria or exclusions for donations from multinational companies, which are appropriate to its programme of work, cultural and legal contexts. Where one member of the ActionAid International network is raising funds to be spent in one or more other countries, both the funding member and the spending member(s) must comply with the national company fundraising policies of both, as well as with the global minimum standards.

We never accept funding from multinational or national companies operating in any of the following industries whose practices are consistently at odds with our mission and values:

- *Industries involved in the extraction of developing countries' natural resources;*
- *Armaments industry and industries whose core business is producing and/or selling products or services for military use (i.e. any company that generates more than 10% of its revenue from the industry);*
- *Tobacco manufacturing industry;*
- *Commercial agricultural input industries; and*
- *Pharmaceutical research and development industry.*

Secondly, we will not accept or seek funds from national or multinational companies that are the named and active targets of international campaigns involving at least four ActionAid member countries. Such companies and their subsidiaries are defined as active primary campaign targets. This exclusion is not permanent but applies only for the lifetime of the campaign. The exclusion applies only to named companies and their subsidiaries, not to entire industries or sectors. Any multinational corporation or company belonging to an industry against which we are currently running a multi-country campaign, but which is not itself a named campaign target, is considered a secondary active campaign target. Such a company is not automatically excluded but must be screened.

Companies where we feel uncertainty must be screened for practices violating human rights and environmental standards, and for the reputational risk associated with such violations. A risk-assessment-based screening system has been developed for us by SOMO, a well-respected research institute on corporate ethics. Each instance of poor ethical practice or reputational risk will earn the company a 'high risk' point. Based on the total number of points accumulated, it will be possible to classify the company as low, medium, or high risk.

There are some companies which exemplify excellent human rights and environmental practice in their industries and we would actively encourage fundraisers to pursue partnerships with these companies. The Policy and Campaign division with the Fundraising division will work to screen industries in order to identify multinational companies who are leading the way in terms of being socially and environmentally responsible. We will then encourage staff across ActionAid to pursue relationships with these companies."

5 Data on Performance

ActionAid International has chosen to report on 25 indicators in order to fulfil the requirements of the GRI Level C reporting for NGOs. We will strive to report on further indicators in the future. For example, ActionAid International is making steady progress around monitoring environmental impact, a system for this has been piloted and tested by a few countries during 2010 and 2011, as reflected in this year's report. Our projection is that we will be able to report on additional and/or different environment indicators in the future. A number of indicators reported on in this document are related to processes, policies and procedures which do not normally change with much significance on an annual basis therefore the content may be similar from year to year. We refer to policies and procedures when they are available on public websites and do not attempt to summarise them in this report.

Programme Effectiveness

5.1 Programme effectiveness: NGO1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes

ActionAid International has policies and practices ensuring stakeholder involvement at various levels of policy-making and programming. This is a critical element to our understanding and perception of how to reach our goals and objectives. ActionAid International has multiple accountabilities to the poor and excluded people and groups we work with, supporters, volunteers, partners, donors, governments, staff and trustees. ALPS sets out the key accountability requirements, guidelines and processes of the organisation, not only in terms of organisational processes for planning, monitoring, strategy formulation, learning, reviews and audit, but also for attitudes and behaviours.

(See more information on [ALPS](#))

ActionAid's organisational processes and planning cycles are designed to increase the influence of people living in poverty on its work – from the bottom up. Plans, budgets and strategies at the grassroots level are developed with people living in poverty with whom AAI work. In many instances, AA posts transparency boards in the communities describing the budget and programme goals in detail for this purpose. These local processes then help determine country strategies, which in turn influence ActionAid International's overall strategy.

ActionAid works primarily with and through partners. At the grassroots level, programmes are designed with community involvement at all stages – from the initial appraisal through the five-yearly strategic planning cycle and the annual planning and review cycle. The Participatory Review and Reflection process is a key mechanism promoting the direct involvement of people living in poverty and other local stakeholders.

Each of the 43 Country Programmes, Affiliates and Associates has its own country strategy, aligned to the global strategy, but developed with its stakeholders every 5-6 years. Annual plans and reviews guide the detail of work. Participatory reviews and reflections are held at all levels for on-going monitoring and learning, with key consolidation moments in the annual cycle (at least once a year) to ensure effective involvement of and feedback from all stakeholders. External reviews are required at the end of each strategy period. In addition, a team of trustees and staff from across the federation regularly perform peer reviews at country level in order to assess consistency with the organisation's vision, core strategies and policies.

External and internal audits and staff climate surveys are carried out periodically to provide additional insights into the health of the organisation. Governance reviews of Board performance are also carried out by Affiliates and by ActionAid International.

5.2. How are decisions and decision-making processes communicated to stakeholders?

Stakeholders are informed at various levels through a variety of channels: reports, workshops, meetings, social audits (at local, district/regional and national level), community newsletters, billboards and notices, child sponsorship letters, annual general meetings, etc. In most countries, communities and partners also take part in decision making processes through participatory planning and budgeting and/or participatory reviews and reflections. The type of information to be shared is described in our [Open Information Policy](#).

5.3 How did feedback from stakeholders affect the decision-making process or reshape policies and procedures?

Feedback received from stakeholders, particularly during participatory review and reflection processes, is used for monitoring and adjusting programme plans. This process ensures accountability to people living in poverty and to our other stakeholders, for example, our donors. Furthermore, throughout planning and implementation, regular engagement with stakeholders takes place, for example with coalition partners. These processes happen in each member country as well as in each unit of the International Secretariat and form the basis of our annual planning. It is too onerous to list every one of these processes from each country and unit, however, annual reports are available for each of these from the [website](#) where each country site can be accessed by clicking 'Choose your country'.

Some examples from 2011:

Burundi: ActionAid Burundi facilitated community mobilisation and the organisation of associations to fight against poverty. Partner associations benefited from various capacity building trainings, i.e. project management, planning, monitoring, evaluation, advocacy, communication, etc., as a prerequisite for receiving grants to generate income. In addition, after project analysis and approval, AA Burundi supported partners with material, seeds, equipment, etc. During the Participatory Review and Reflection process (PRRPs) and in discussions in Reflect centres, AA Burundi realised that there were some problems with aspects of the project. In conversations with community members, it emerged that the seeds given were not adapted to the region, and faulty equipment was not replaced because people did not know where to find new machines. Such problems could have been avoided if community members could have administered the funds themselves. During the PRRPs, community members recommended that funds were trusted to them given that they had the relevant competence and capacity to take the project forward effectively. AA Burundi acknowledged that the approach proposed community members was the best way forward and as a result funds were given directly to funded associations. All this was done in accordance with the approved project cost, referring to a partnership contract that stipulates the conditions of the grant and reporting modalities. The change in practice was shared in the following Reflect meetings. Communities were pleased to see that their voices had been heard.

Brazil: AA Brazil received feedback from local partners, community leaders and the youth after a series of meetings in different Local Rights Programmes about the need to discuss better integration of child sponsorship activities (for example, message collection) within their work with communities. Some of the challenges included how to keep pre-teenagers (11-12 years) interested in writing letters to sponsors as they see this as a childish activity. In 2011, AA Brazil conducted a specific annual partners' meeting focused on child sponsorship and the links with our HRBA. Partners were interested in discussing more than the technical aspects. They wanted to talk about how child sponsorship can be a tool to make progress on rights. As a result of the meeting, an agreement was reached on ways for stimulating children and youth to increase their ability participate in decision making processes.

France: Following the 2010 audit on how gender issues are integrated into their programme work and in the organisation, AA France/Peuples Solidaires made significant changes in 2011 to address the outcomes of the audit. A women's rights working group was set up to prepare a position paper to be voted on at the General Assembly in June 2012. This working group was also responsible for setting up and managing the annual gender plan (the first plan was developed in 2011). In 2011, the plan presented concrete measures to better integrate gender in our campaigning work. For instance, gender is now one of the main criteria for the urgent appeals system. The audit also recommended other changes. The 2011 plan stipulated for instance, that every staff member should have a roadmap with concrete and measurable short and mid-term objectives for their work and development. Those roadmaps were set up and are being monitored by the Women's Rights Officer in the organisation. A women's leadership training was carried out in 2011. Women's rights and gender are now systematically on the agenda of all thematic committee meetings (every 3 months) and is reviewed at every second Board meeting

India: An important result of the 2011 review of the previous Country Strategy Paper, including external as well as internal peer reviewers, was the need to move away from working in silos with different types of social groups (that is separate work with Dalit's, or women, or youth) but to build newer solidarities and platforms to be able to counter the market driven neoliberal force. The new AAI India strategy therefore focuses on reaching out to more vulnerable communities, bringing them together to build a critical mass and a political voice. This entails working with farmers and peasant groups, with urban informal labour and with newer political instruments like political parties, trade unions, alternate media groups, youth and middle class. Another key learning from the review was the need to be more externally oriented and strengthen linkages and alliances with like-minded civil society organisations and people's movements. A process was initiated in 2011 to set up 8 knowledge activist hubs as open platforms with flexible structures not limited to the ActionAid domain. The idea is to bridge the gap between grass roots activism and intellectual / scientific knowledge by bringing together social movements, people's struggle groups, social activists and academics, researchers and knowledge institutions. The 8 hubs will deal with questions of Land and Livelihood, Natural Resources, Democratisation of Governance, Women's rights, Child rights, Urban poverty, Peace and Justice and south-south and north-south solidarity.

Kenya: AA Kenya's Development Initiatives in Sericho, Narok and Ijara were due to be phased out between 2011 and early 2012. This was in line with the 10-year lifespan stipulated in AA Kenya's strategy 2006-2010. In Sericho, child sponsorship activities had already phased out in 2010 while child sponsorship links in the other two were gradually being transferred to new LRPs as per Child Sponsorship procedures. However, a rapid assessment and community consultations carried out by ActionAid immediately following the on-set of the devastating drought last year revealed far reaching negative impacts that would have eroded gains made over the years. The assessment reports provided useful reflection points for Management, which further commissioned capacity assessment of the existing partners in these LRPs. Faced with this situation, AA Kenya extended the duration of the programmes in Sericho and Narok by two years under direct management by staff. The Ijara programme was extended by 7 months. The organisation further prioritised resource mobilisation for the three as part of the Kenya Drought Response Programme's comprehensive plan geared towards building long-term resilience to drought. A key learning from this exercise is that the LRP 10-year lifespan may not be relevant in all contexts and that AA Kenya will continue to assess the extent to which it has met its objectives in the LRPs and only phase out where it has created sufficient capacity within the community towards realisation of the same.

Mozambique: during the PRRP in February 2011, partners demanded AA Mozambique to link its campaign on "Stop Sexual Abuse of Girls in Schools" with the then government discussion to launch a campaign on the same topic. The strategic partners were concerned that there was a gap in linking with the government's similar initiative and that some school representatives did not understand the spirit of the campaign. As a result, AA Mozambique included in its 2011 operational plan specific lobby activities with the government. They managed to mobilise government and civil society to

adhere to the campaign thus initiating a collaborative effort to achieve the same goal. The government involved AA Mozambique and its partners in the formulation of their own campaign. AA Mozambique convened two meetings with communities and partners to share and agree on the basics before the government launched their national campaign

Myanmar: at the end of 2010, AA Myanmar started an initiative consortium partnership: the Thadar Consortium. This was done in partnership with 11 local organisations with the aim of running the donor consortium funded livelihood project in Nargis affected areas. As the lead agency for this project, AA Myanmar is directly accountable to the donor and responsible for managing the project management team. AA Myanmar works in close collaboration with the consortium and project steering committee (composed of Oxfam, Local Resource Centre, Pyoe Pin, Capacity Building Initiative and Myanmar NGOs Network) to ensure the project objectives are met. The consortium works to strengthen civil society through the development of local organisations to support bottom-up development efforts that strengthen local communities. At the end of the project, AA Myanmar carried out a review workshop with implementation partners. The findings revealed that some partners felt AA Myanmar was overriding their approaches and that they were imposing ways of working on local partners. Based on these findings, AA Myanmar conducted a consultation workshop with the 11 partners at the start of the second livelihood consortium project. As a result, the steering committee for the project now includes an increased number of partners and a separate team has been mandated with the project implementation. AA Myanmar continued to provide technical support in areas highlighted by partners. Considerable progress has been made within the Consortium in terms of collaboration and coordination. The organisations are now able to pool comparative advantages and share good practices. The standards of accountability have been set making sure there is transparency and inclusion of all stakeholders.

Pakistan: AA Pakistan has been taking stock of the learning of the various reviews and has been moving through various consultative and participatory processes, with the aim to increase their focus rather than spreading thinly as has happened before. Also, AA Pakistan, learning from the emergency response, has invested on increasing accountability to people living in poverty through evolution and setting the arrangements for the implementation of their “people centred framework” (see annex 3). The exercise has enabled people living in poverty to influence the programme and project. Several changes to the project design, implementation plan and other management actions resulted from this process. At the same time, they adapted the procurements and recruitment processes in relation to emergencies to make them more responsive in terms of effectiveness.

AA Pakistan based their planning on participatory indicators and baselines – this has enabled a joint three year plan at the local rights programme level. This process is generating learning to scale up to other LRPs during 2012. AA Pakistan is currently in the process of developing a comprehensive partnership framework with the aim of addressing some of the challenges presented by working in partnership.

UK: In 2011 AAUK conducted a review of its strategy which noted that the organisation needed to improve its M&E systems in order to be able to improve accountability and demonstrate its impact and build an evidence base of learning. Since then, AAUK started to embed principles of impact and accountability within their strategy, raising awareness amongst staff and supporters about the importance of these principles and ensuring systems were in place to demonstrate progress. In addition, work has been done to clarify the role and contribution of AAUK to the federation, which in turn informed the strategic aims and areas of focus. Papers were drafted and shared with staff and the Board, and learning circles, staff briefings and workshops were conducted to consult and gain a sense of how AAUK could improve its demonstration of impact and accountability. Information was gathered from other NGOs to identify good practices. AAUK now has a strategy that puts impact and accountability front and centre, with clear measurable objectives underpinned by a monitoring and evaluation system developed in consultation with staff and the Board. The strategy is being shared internally and externally. Progress against it will be regularly communicated with relevant internal and external stakeholders

Vietnam: In 2011, AA Vietnam made changes to its Human Resources and Organisational Development and Finance Management Policies as a result of feedback from stakeholders through policy review and other mechanisms. Prior to the changes, there were no policies on IT management or consultancy. AA Vietnam also took concrete steps to make the management process more transparent and accountable.

Nepal: For the past 9 years, as a way to ensure multiple accountabilities, AA Nepal has been conducting social audits at community, district and national level. Social audits help to measure, understand, report and improve an organisation's social and ethical performance and a space for stakeholders to provide feedback and suggestions for the organisation. Social audits have contributed to enhancing AA Nepal's critical awareness, proactively seek feedback, adjust programmes and enhance financial and operational performance and practice. Partners in the recent national social audit highlighted that conducting social audits at community and district level has enhanced their ability to work closely with communities and increase their interest and trust in the work being undertaken.

In the 2011 national audit, a partner representative shared the work and achievements of the Deurali Society, a NGO working in Terhathum district in Nepal commending the work of AA in the country. According to the partner, this work was very significant with regards to raising the awareness of people living in poverty and to empower them to raise their social and economic status. The partner also commented on AA Nepal's commitment to inclusiveness which is reflected in the diversity of their staff. In addition, the partner acknowledged the important lessons learnt from AA Nepal regarding transparency of their actions and accountability towards the people living in poverty. Deurali Society has adopted social audits to enhance their own transparency and accountability to communities and suggested that AA Nepal includes transparency and accountability as areas of focus in their LRPs in the future. They recognised the role that NGOs can play in aiding communities and people living in poverty to organize their advocacy actions.

Additional documents for more information:

[Open Information Policy](#): see page 34 of ALPS

5.2 Programme effectiveness: NGO2: Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies

One way in which we ensure accountability is through our complaints mechanism, which we introduced in 2008 following a recommendation made in a review by One World Trust. For detailed information on feedback and complaints principles and procedures, please go to the [Complaints and Response Mechanism Framework](#).

We believe that a well-designed and well-managed mechanism for handling external complaints can improve the quality of our work, enhance the trust and confidence of our stakeholders, identify areas of our work needing improvement and ensure that ActionAid learns from the feedback provided through this process. ActionAid therefore welcomes feedback and will react constructively to complaints from those we work with, our supporters and donors, the general public, official bodies and our partners.

ActionAid's complaints and response mechanism is transparent and independent. In very serious cases a complaint may require a national Board of Trustees or the International Board to investigate and respond. The national Board of a country also has a role in overseeing the number of complaints, ensuring that they have been handled satisfactorily and that corrective action has been taken.

The complaints mechanism should be an integrated policy in all members and Country Programmes. However, as the policy is still fairly new, it can be noted that this mechanism is not fully operational

across ActionAid International. It should also be noted that the Key Performance Indicators (reported on by all ActionAid Affiliates, Associates and Country Programmes annually) were already set by the time this policy was developed, and the policy is not listed in our assurance mechanism, which means that reporting back on this per country is not a fully integrated or internalised process at this point in time. It is worth us mentioning that the process for collecting data for this accountability report has shown that we are not sufficiently monitoring this policy. As a consequence of this, for this 2011 report, we have requested for this information as part of the annual reporting format from member countries to the international secretariat.

The ActionAid International Human Security in Emergencies and Conflict unit also states in their policy document that grievance processes must be included in all emergency programmes. However, it is noted that this is not always the case at present. This is a matter on which the unit is well aware, and is working to integrate as a requirement for each programme developed. ActionAid International was accepted as a member of HAP in October 2011 – a self-regulatory body which aims to increase the accountability of humanitarian agencies to their intended beneficiaries.

The process of becoming a HAP member has involved the development of a number of tools and systems which will help ActionAid demonstrate our commitment to delivering accountability to disaster affected communities, including an accountability framework, a complaints mechanism, and a code of conduct that prohibits sexual exploitation and abuse by aid workers.

In Pakistan, as a part of the emergency response programme, a 'people-centred accountability framework' has been developed through interaction with partners and communities, and commitments towards people. This framework is depicted in Annex 3 of this report as an example of a good practice in our organisation. The external evaluation of the Emergency Responses Program demonstrates that this framework has enabled affected people to gain power over influencing various decision making processes not only from AAPk projects but challenging the quality of the other organisations and government. At the same time, this has contributed to the power of affected people to "communication" where this framework has proved to be a mean to empower affected people by giving access to information; and not only as a tool to promote what the organisation does. The work of AAPk displayed an impressive array of practices for sharing information and getting feedback, ranging from reviving of traditional gathering to the use of local media by CBOs. In this setup, monitoring and impact measurement leaned towards community-based practices and investment in accountability to rights holders (rather than being an extractive process of collecting data for report writing sake). This framework was further institutionalised in the flood response of 2011 with better understanding, community based systems, processes and tools from very onset of the relief and rehabilitation processes. Now this has become part and parcel of the AAPk standard operating procedure for emergency response.

A review of the Annual Reports of all members and Country Programmes reveals that a total of 5391 external complaints/grievances were received in 2011. This is the first year we are able to report federation-wide figures. This monitoring and reporting has also included information showing that all complaints were responded to and dealt with by the respective complaints receiver. The complaints vary in nature and an analysis shows that AAI members mostly active in fundraising and campaigns and with high number of supporters and members received 99.7% of the complaints. Many of these were complaints about the products or asks being too high value, or that AAI is involved in campaigns on certain issues. To illustrate the variety of complaints, below are three examples:

Australia: One complaint was received in 2011. The complaint was regarding one of the out-sourced face-to-face fundraising agencies signing up individuals on pension or on other forms of government assistance. This is against AAI Australia guidelines and the agency was contacted and reminded to only sign up employed individuals above the age of 21. Each person who had signed up was then contacted and was offered a reimbursement of their contribution (many decided to maintain their commitment). AAI Australia also contacted other NGO using the same fundraising agency to see how a coordinated monitoring and response could be achieved.

Cambodia: Two complaints received in 2011. The first one was regarding sponsors finding that the transportation and food costs were higher than they had expected. This was investigated and it was found that there was no grounds for the complaint as the country programme had given the correct information regarding the costs. A second complaint was received about the same child message going to two different sponsors. It was found that there was grounds for the complaint and the origin of the mistake was found in the process of translating the messages. AA Cambodia has since moved away from using short-term volunteers for such tasks and is instead instituted one-year internships that provide better quality and continuity.

UK: 589 complaints received in 2011 (compared to 646 in 2010). 38% of these were related to fundraising (e.g. supporters feeling that AAUK should not ask for more or increased contributions); 22% were concerned with sponsor error or disagreement with policies (for example supporters who felt AAI UK should not be involved in campaigning but only in overseas activities); 19% were the result of poor administration (for example supporters being contacted although they had asked not to be); 17% were concerned with non-receipt of, or poor quality of, child messages; and 4% were results of campaign work in the UK (e.g. supporters in Jersey withdrawing their support as a result of the Tax Justice campaign). All of these were responded to and dealt with as per AAUK policy.

The variety of complaints received reflects the complexity of the AAI operations (for example getting the single and unique child message to the single and unique child sponsor on time) and areas of work (for example AAI being active in rights campaigns may alienate certain people who do not want AAI to go in this direction). We believe this analysis shows that both the complaints receipt function and the policies of responding to these are working satisfactorily. The numbers are also reflective of the number of direct individual contacts that AAI has in country.

5.3 Programme effectiveness: NGO3: System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting in changes to programmes, and how they are communicated

ActionAid's Global Monitoring Framework describes what is to be monitored and how. The system is described in the [HRBA Handbook](#), *People's Action in Practice* (see page 199).



Periodically and throughout the year, ActionAid and our partners meet with people living in poverty and key stakeholders who are the actors in the programme in order to review progress. Annually, each country and each programme undergoes a participatory review and reflection (our term for monitoring) of the year gone by. This informs the annual planning process for the year ahead and allows for changes or adjustments to the programme plans. At the end of a programme strategy period, an external evaluation is conducted in order to capture the impact of the programme, measured against objectives and goals and using available indicators and baselines.

Reviews in 2010 highlighted gaps in the monitoring systems of the organisation. The reviews found that although a large amount of data is collected, more needs to be done in order to use it as evidence of our impact. In addition, results from the reviews showed that we need to increase our efforts to feed lessons learnt from evaluations into programme improvement and to build a monitoring system that integrates multiple accountability requirements. The review also highlighted the lack of consolidated M&E systems, especially at country level, with multiple approaches driven by finance, child sponsorship, different themes or funding projects separately. Similarly, the reviews showed that there was no clarity on standards and systems for consistent and cost effective gathering and analyzing of data for both learning and accountability. A major barrier to participatory monitoring and evaluation at community level was also seen as the levels of human rights based programming capacity or participatory facilitation skills, to enable effective analysis of, strategies towards, and monitoring of change.

Following the reviews, M&E requirements were introduced towards end of 2010, in 2011 we saw countries planning and upgrading their M&E skills to help undertake local and national processes to develop monitoring frameworks, indicators and baselines through consultation and involvement of stakeholders. ActionAid International sees this as taking a step further in including communities in the process of programme design, ensuring programmes which are designed to meet the needs on the ground and build ownership as well as empower the people in the process of analysing their rights and entitlements. Through the HRBA CBI trainings, AAI also focused on helping build M&E capacity of staff in countries to be able to meet the new requirements.

A guidance to help develop rights register/community registers – a participatory selection of setting indicators related to human rights and collecting baseline data on these rights and entitlements in a community - was worked on in 2011 by Myanmar, Kenya and The Gambia, alongside support from the international secretariat.

A “value for money” pilot was also initiated in 2011 to help us learn and model tools to monitor cost effectiveness and contribute to organisational sustainability. The pilot continues in 2012.

In 2011, a number of reviews were conducted throughout the organisation at various levels. On an annual basis, hundreds of reviews take place from local level to international level. These are too many to name individually in this report. ALPS require that every country performs an external and a peer review at the end of each 5-6 year country strategy period. External reviews usually have a team of several reviewers working over several months to evaluate progress against the strategy. A peer review team of approximately five ActionAid staff and one Board member visit the country to work with the country team to validate the review findings and decide what is relevant for the next strategy, as well as to fill any gaps in the review, and look specifically at the issue of the country's alignment to ActionAid International policies and contribution to international strategy. Following the reviews, the countries then proceed to develop their new country strategy papers, on the basis of the review findings.

In 2011, the following country-level reviews took place:

1. Afghanistan – Peer Review
2. Australia – External & peer review
3. Cambodia – Midterm review
4. Denmark – External review
5. Ethiopia – External review
6. Greece – External & Peer review
7. Guatemala – External & Peer review
8. Ireland – Peer review
9. Lesotho – External review
10. Malawi - Affiliation review (to move from being associate member to affiliate member)
11. Mozambique – Associate review (to move from Country Programme to become an associate member)
12. Myanmar – External & peer review
13. Nepal – External & Peer review
14. Nigeria – Associate review
15. Pakistan – Flood response evaluation
16. Sierra Leone – Associate review (to move from Country Programme to become an associate member)
17. Somaliland – External & Peer review
18. Sweden – Peer review

19. Tanzania – External & Peer review
20. Thailand – Peer Review
21. UK - Internal review
22. Vietnam – External & Peer review
23. Zambia – External review

In relation to how these reviews led to a change in the programme, examples from 2011 can be found in section 5.1 Indicator: Programme effectiveness: NGO1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes.

Our Open Information Policy (pg. 34 of ALPS) requires that all our policies and programme documents are publicly shared, as well as communicated internally. Specific mechanisms for this include:

- In annual reports
- In reports from governance structures
- Through ‘strategy appendices’ (any strategy which is significantly updated within the strategy period without being re-issued can develop an appendix to communicate changes)
- In regular communication from the CEO/Director to staff, and from programme staff with partners.

In March 2011 we published a revised planning document – ‘[Alps 2011 update](#)’ to more easily communicate changes in policies to all our key stakeholders in one place.

5.4 Programme effectiveness: NGO4: Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle

Eight principles underpin ActionAid International’s HRBA and minimum standards have been established to achieve those principles. The programme checklist helps assess and ensure that programme designs, implementation and monitoring and evaluation are consistent with the HRBA minimum standards.

One of those eight principles is ‘advancing women’s rights’. ActionAid’s HRBA places women’s rights at the centre of our work at all times. When we analyse a problem, we must ensure that we analyse how it affects women differently from men. When we develop solutions we must ask if they will expand or limit women’s access to services, resources and power. The other principle that underlines ActionAid’s work is ‘putting people living in poverty first and enable their agency as rights activists’. By identifying those living in poverty, prioritising long-term engagement with people living in poverty and most excluded groups, the organisations representing them, in rural and urban areas we ensure our programmes engage diverse groups of people and are inclusive. ‘Working in partnership’ is another principle where in we work with a diverse range of actors from local organisations, community based organisation, networks and alliances, engaging with people’s organisations and sometimes also governments. This creates diversity in our partnerships across the 43 countries we work in. To see the ActionAid HRBA minimum standards please read [ALPS 2011](#) page 10-11.

Promoting equality and celebrating diversity is an integral part of the aims included in our strategic implementation plans. Building on the progress so far, the plans outline targets around, for example, improving data collection in this area and specific milestones have been set for a comprehensive review to be carried out in 2014.

5.5 Programme Effectiveness: NGO5: Process to formulate, communicate, implement, and change advocacy positions and public awareness campaigns

ActionAid's broad policy directions, objectives, thematic priorities and positions are identified through its five year global strategy which is approved by its governance structures (International Board and General Assembly). Following the international strategy approval, the Senior Management Team receives proposals from programme teams across the Federation about the multi-country campaigns that may be required to achieve the agreed change objectives of the strategy. Once these proposals are approved and endorsed by the Assembly specific campaign plans are formulated, approved, monitored, evaluated and revised according to the procedures laid down in ALPS. This includes regular annual participatory review and reflection processes by all countries and units participating in the campaign.

Our international campaigns are managed and monitored through steering groups involving both international and national staff. Through the process of review and reflection on an annual basis, advocacy and policy activities are monitored in terms of progress made towards set targets and objectives or milestones reached. If the review and reflection process proves that the policy and advocacy activities need a change, the report following review and reflection would capture this change and the activities would be changed accordingly.

An external evaluation of ActionAid's two major campaigns during the current strategy period (2005-2011) was carried out in 2010 and informed the development of campaigns for the next strategy period (2012-2017).

The development of the three multi-country campaigns for the new international strategy took place in 2011. Ongoing discussions in the wider organisation in 2011 yielded a long-list of 15 potential multi-country campaigns that could help us achieve the Change Promises in the new global strategy. These were circulated to the whole organisation with a request that member countries sign up to lead, or participate in, further scoping of the campaigns they are most interested in. The response was excellent and self-organized groups, consisting of a combination of members and secretariat staff, who worked up initial proposals for these 15 possible campaigns. Eventually the organisation had to choose three multi-country campaigns from the long-list of 15. The process for doing this was as follows:

- The campaign proposals went to a Technical Assessment Panel (TAP) that assessed the technical strengths of the proposals. The TAP team consisted of the Interim International Head of Campaigns, International Head of Communications, International Fundraising Manager, an external resource expert on campaigning strategy, attitudes and values, fundraising/campaigning integration, and one Board member/independent Trustee.
- The campaign proposals were circulated to all countries for scoring against the selection criteria approved by the Directors' Forum.
- The scores and the outcome of the technical review enabled an advisory team of Country Directors (Campaigns Advisory Panel, CAP) comprising 50% women, to shortlist a maximum of 5 campaigns for further development.
- The CAP's recommended shortlist was then approved by the ActionAid International Senior Leadership Team.
- At the policy and programme forum in Johannesburg the final 'portfolio' of 3 campaigns were debated and voted on.
- The policy and programme forum's recommendation, together with recommendations on the roles and responsibilities of members and IS in implementing the campaign portfolio, was sent to the SLT for approval, AAI Board for endorsement and then to the Directors Forum and General Assembly for launching: were on Tax Justice, Safe Cities and Urban Spaces for Women and Girls, and on Land Rights.

5.6 Programme Effectiveness: NGO6: Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organisation is not duplicating efforts?

ActionAid International's work is generally characterised by having a strong focus on an appraisal period prior to making a decision on when, how and what to intervene with in a new area of work (see pages 206 to 219 in the [HRBA Handbook](#), *Peoples Action in Practice*). During this appraisal period, other actors are identified and their activities and areas of operation are analysed in order to find possible overlapping areas, synergies and areas for possible coordination and cooperation.

The appraisal stage is a thorough process of analysis in which the actions of other stakeholders, ActionAid's added value, and potential partnerships and alliances are a component. The appraisal takes place before a programme is officially started in an area, and before a campaign is launched internationally. ActionAid International believes the appraisal stage is crucial for building a solid foundation for participation and partnership with communities as well as for having an in-depth understanding of an area – which includes other organisations operating in the area and either complementing their work or ensuring that we do not have duplicated efforts. Our evaluations and peer reviews also always specifically look at the question of how well we have collaborated and learnt with other actors.

Economic

5.7 Economic: NGO7: Resource allocation

The processes in place to track the use of resources in ActionAid International are:

- The Resource Allocation Framework (RAF): a set of policies that determines how financial resources are allocated between units of ActionAid International and how the International Secretariat and the association's international work are funded.
- The Financial Management Framework: a set of policies that determine how finances are managed.
- Internal audit: an internal appraisal process that has, as part of its responsibilities, to determine whether resources have been applied for their intended purposes.
- External audit: reviews the validity and accuracy of the financial statements produced at the end of the year.
- ALPS: offers guidelines and approaches to being accountable to the whole range of stakeholders - in particular the people living in poverty with whom we work.

The standards used in ActionAid International are:

- Internal audit works to the global standards of the Institute of Internal Auditors
- External audits are undertaken in line with the International Standards of Auditing
- The RAF is an internal regulatory document that guides the allocation of resources

5.8 Economic: NGO8: Sources of funding

The main sources of funding for ActionAid International are:

- Voluntary income (comprising committed giving and other donations)
- Official income (mainly from Governments in Global North)
- Investment income
- Profit from sale of fixed assets

The five largest official donors of ActionAid International in 2011 were:

Government of Denmark	€ 29m
European Union	€ 9m
UN World Food Programme	€ 7.5m
Government of the UK	€ 7.2m
Government of Australia	€ 1.4m

The five countries with the largest contributions from individual donors in 2011 were:

Supporters from Italy	€ 44.5m
Supporters from the UK	€ 41.4m
Supporters from Greece	€ 9.9m
Supporters from Sweden	€ 3.2m
Supporters from Ireland	€ 2.2m

Overall Income 2011, € million

Voluntary Income	€ 143.4m
Official Income	€ 69.5m
Investment Income	€ 886,000
Other Income	€ 10.2m
Total	€ 224m

5.9 Economic: EC7: Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation

ActionAid International operates through its national offices worldwide and through the International Secretariat offices. In the national offices, the majority of staff are local people – from bottom to top-level senior management. Of the 43 country offices, 8 have an expatriate country director, and these tend to be fragile states or conflict countries.

Additionally, the local national Boards take part in hiring the country directors. The Board members are nationals of the respective country.

ActionAid International has a clear commitment of employing local people for local jobs. In 2011, there were only 39 members of staff out of 2863 on expatriate contracts.

Units	2009	2010	2011
Australia		x	x
Bangladesh	x	x	x
Italy			x
Rwanda			x
Secretariat - Bangkok			x
Secretariat - Brussels			x
Secretariat - Nairobi			x
Secretariat - Rio			x
Secretariat- Johannesburg		x	x
Secretariat- London		x	x
South Africa		x	
The Gambia		x	x
Uganda		x	
United Kingdom	x	x	x
Total	2	8	12

Environment

Action Aid International has a strong commitment towards measuring and managing impact on the environment. This commitment is reflected in Priority 6 of our strategy 'People's Action to End Poverty'.

In 2010, we completed an Environmental Measurement Pilot which collected data from eight units of the federation - in this context a 'unit' is either an office of the International or a country member. Many member countries have multiple offices.

The information included in this report reflects increased engagement on the part of the federation around monitoring environment impact. We acknowledge however that this is still a partial view of the performance of the entire federation. In 2011, measurement expanded from 8 to 12 units (see table below). We will continue expanding the collection of data and expand to at least 20 units in 2012. This will be possible through the work undertaken by a network of Green Champions composed by members of staff in each unit assigned to measure impact and begin making reductions.

We have chosen to report on those indicators which have the greatest relevance to the ActionAid International federation operations. These are eight core indicators EN1, EN2, EN3, EN4, EN16, EN17, EN26, and EN28 -- and four additional indicators EN5, EN6, EN7, and EN18.

Aspect: Materials

5.10 Environmental: EN1 Materials used by weight or volume

Total paper use across reporting units is 294 tonnes. Please see 5.11 for details.

5.11 Environmental: EN2 Percentage of materials used that are recycled input materials

Across reporting units, 94% of paper (by weight) has some recycled content. This content varies by use and location; these details are reported in the table below. 'Office' indicates paper used for printer, copier and other papers used in offices; 'printed material' indicates paper used in reports, direct mail and marketing materials.

2011 Paper Use in Reporting Units (in kg)												
Use and Recycled Content	Australia	Bangladesh	Italy	Rwanda	Secretariat Johannesburg	Secretariat London	Secretariat Brussels	Secretariat Nairobi	Secretariat Rio	Secretariat Bangkok	The Gambia	United Kingdom
Office 0%			3,528	57	1,350	917			234	138		1,997
Office 10%		748	1,346				31.2	40				
Office 15%								980				
Office 75%												82
Office 95%	568											
Office 100%						317					1,268	1,346
Printed 0%	6,430		2,623	15					35			357
Printed 10%		26										
Printed 55%												658
Printed 60%			98,814									
Printed 75%												2,980
Printed 100%							830					166,735
Total	6,998	774	106,311	72	1,350	1,234	861	1,020	269	138	1,268	174,155

Aspect: Energy

5.12 Environmental: EN3 Direct energy consumption by primary energy source

The table below presents specific measurements for direct energy consumption – i.e. non-renewable (such as coal and petrol). A brief analysis of the implications of this measurement for the organisation is provided at the end of this section.

2011 Reporting Units Scope 1 Energy Consumption		
Unit	Aspect	Gigajoules
Australia	Petrol	31.5
Bangladesh	Diesel	167.3
	Petrol	419.3
	CNG (vehicle)	0.1
	Natural Gas	(Note 1)
Italy	Natural Gas	294.5
	Diesel	26.8
Rwanda	Petrol	1472.8
	Diesel	4.9
Secretariat - Brussels	Natural Gas	3.8
Secretariat - Nairobi	Diesel	94.1
	Petrol	231.7
The Gambia	Diesel	1109.8
United Kingdom	Natural Gas	117.7
Total		3974.2
Note 1: AA Bangladesh uses a small amount of unmetered natural gas for cooking		

5.13 Environmental: EN4 Indirect energy consumption by primary source

The table below presents specific measurements for indirect energy consumption, in this case electricity.

2011 Reporting Units Scope 2 Energy Consumption	
Unit	Gigajoules
Australia	225.7
Bangladesh	729.6
Italy	403.4
Rwanda	48.9
Secretariat Bangkok	15.4
Secretariat Brussels	7,270.1
Secretariat Johannesburg	291.5
Secretariat London	506.1
Secretariat Nairobi	86.4
Secretariat Rio de Janeiro	107.0
The Gambia	200.9
United Kingdom	1,283.2
Total	11,168.2

Aspect: Emissions, Effluents, and Waste**5.14 Environmental: EN16 Total direct and indirect greenhouse gas emissions by weight**

All direct (scope 1) emissions were calculated following the Greenhouse Gas (GHGP) Protocol and using the GHS calculators. Indirect emissions (scope 2) were calculated using national average conversion factors for each country as reported by the International Energy Agency, C02 Emissions from [Fuel Combustion 2011](#) except for indirect emissions conversion factors for The Gambia and Rwanda which were sourced from, [Carbon Monitoring for Action, C02 Emissions per Region](#).

Carbon emissions calculations are based on site specific data excepted as noted below.

- ActionAid International shares a facility with ActionAid UK in London. Separate utility data for ActionAid International and ActionAid UK is not available. Emissions in the table below were based on site-specific data for the London office, but were apportioned based on the number of staff working for each organisation within the office.
- In locations where offices are not independently metered, estimates for electricity were made based on building meter readings and adjusted for occupied area. As for the GHG Protocol energy consumed by staff working from their homes is not included here.

Unit	Emission Type	Aspect	Type	Tonnes eCO ₂
Australia	Direct	Coolant	Fugitive	0.0
	Direct	Vehicle Fuel	Combustion	2.6
	Indirect	Purchased Electricity	Purchased	53.5
			Total	56.1
Bangladesh	Direct	Cooking Fuel	Combustion	Unknown
	Direct	Generation of Electricity	Combustion	13.8
	Direct	Vehicle Fuel	Combustion	35.6
	Indirect	Purchased Electricity	Purchased	118.6
			Total	168.0
Italy	Direct	Coolant	Fugitive	32.7
	Direct	Heating Fuel	Combustion	17.1
	Indirect	Purchased Electricity	Purchased	43.3
			Total	93.1
Rwanda	Direct	Generation of Electricity	Purchased	0.4
	Direct	Vehicle Fuel	Combustion	121.7
	Indirect	Purchased Electricity	Purchased	0.0
			Total	122.1
Secretariat Bangkok	Indirect	Purchased Electricity	Purchased	2.2
			Total	2.2
Secretariat Brussels	Direct	Heating Fuel	Combustion	0.2
	Indirect	Purchased Electricity	Purchased	1.6
			Total	1.8
Secretariat Johannesburg	Direct	Coolant	Fugitive	1.8
	Indirect	Purchased Electricity	Purchased	75.0
			Total	76.8
Secretariat London	Indirect	Purchased Electricity	Purchased	63.3
			Total	63.3
Secretariat Nairobi	Direct	Generation of Electricity	Combustion	8.3
	Direct	Vehicle Fuel	Combustion	19.1
	Indirect	Purchased Electricity	Purchased	9.5
			Total	17.8
Secretariat Rio de Janeiro	Direct	Coolant	Fugitive	23.5
	Indirect	Purchased Electricity	Purchased	1.9
			Total	25.4
The Gambia	Direct	Vehicle Fuel	Combustion	68.8
	Direct	Generation of Electricity	Combustion	29.2
	Indirect	Purchased Electricity	Purchased	25.5
			Total	123.5
United Kingdom	Direct	Coolant	Fugitive	4.6
	Direct	Hot Water Heating	Combustion	5.9
	Indirect	Purchased Electricity	Purchased	160.4
			Total	170.9
Reporting Units Scope 1 and 2 emissions total				921.0

- Fugitive emissions from cooling were calculated where coolant was replaced into a central unit in the given year.
- Fugitive emissions from Johannesburg Secretariat were estimated based on service records for air conditioning units for the entire office building and adjusted for the occupied area.
- ActionAid Bangladesh uses unmetered natural gas for cooking.

5.15 Environmental: EN17 Other relevant indirect greenhouse gas emissions by weight

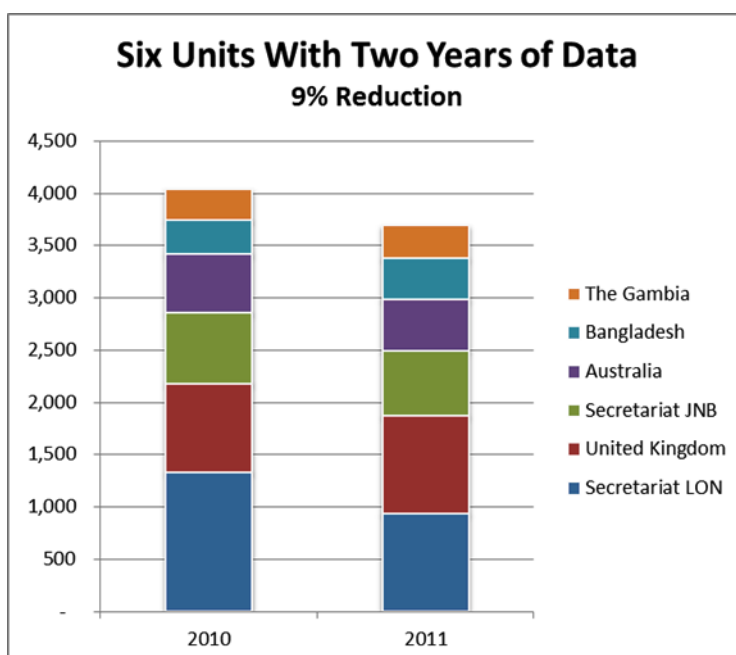
ActionAid calculates emissions for paper use and for air travel paid for by ActionAid. Paper includes office papers (printer/copier paper, and other papers used in the office such as letter head) and printed material (reports, direct marketing, magazines etc.) Emissions from paper were estimated using the [Environmental Paper Network Paper Calculator](#). Paper emissions calculations are based on local purchase records except in the case of Secretariat London officer, where the secretariat and country staff shares office space. Office paper use in the London office was estimated based on the number of staff working for each organisation within the office.

Emissions from air travel were calculated following the UK Department for Environment, Food and Rural Affairs methodology. A radiate forcing factor of 2.0 was applied to emissions results per Carbon Offsetting & Air Travel Part 2: Non-CO2 Emissions Calculations. (Anja Kollmuss and Allison Myers Crimmins. Stockholm Environment Institute. June 2009).

2011 ActionAid Reporting Units Indirect Emissions (Scope 3)		
Unit	Aspect	MT eCO2
Australia	Paper	29.3
	Air Travel	402.4
	Total	431.7
Bangladesh	Paper	2.2
	Air Travel	221
	Total	223.0
Italy	Paper	223.8
	Air Travel	203.8
	Total	427.6
Secretariat Bangkok	Paper	0.4
	Air Travel	166.1
	Total	166.5
Secretariat Brussels	Paper	1.7
	Air Travel	147.2
	Total	148.9
Secretariat Johannesburg	Paper	4.1
	Air Travel	542.5
	Total	546.6
Secretariat London	Paper	3.3
	Air Travel	866.3
	Total	869.6
Secretariat Nairobi	Paper	2.9
	Air Travel	435.6
	Total	438.5
Secretariat Rio de Janeiro	Paper	0.8
	Air Travel	264.5
	Total	265.3
Rwanda	Paper	1.3
	Air Travel	55.1
	Total	56.4
The Gambia	Paper	2.1
	Air Travel	193.2
	Total	195.3
United Kingdom	Paper	310.1
	Air Travel	457.2
	Total	767.3
Pilot scope 3 emissions total		4,536.7

5.16 Environmental: EN 18 Initiatives to reduce greenhouse gas emissions and reductions achieved

Environmental performance assessment and reporting are new to ActionAid International. As noted in the introduction to this section, ActionAid collects information on emissions from a few, but growing number of operating units. In this section we report changes in emissions for the six units for which at least two years of data was available. Results for these units are summarised in the table below. In addition, we summarise the analysis of this data in five themes. We share these in the interest of transparency and collaborative learning with NGO colleagues and others.



Reduction in emissions

Emissions associated with the six units for which we have two years of data are down 9%. To ease planning and analysis, all emissions are placed into four categories: air travel, office energy, vehicle fuel and paper. Looking at the top five areas of absolute reduction, it was found that the reduction in emissions was primarily due to a reduction in air travel among the two Secretariat offices and ActionAid Australia. However, significant reductions were made in vehicle fuel use (AA The Gambia) and office energy (AA United Kingdom) demonstrating mitigation opportunities across of ActionAid's operations.

Some of the reductions in air travel in secretariat offices are the result of better accounting for air travel, rather than a reduction in air travel. It may be assumed that some of the London reductions are the result of restructuring which reduce the number of staff in the office.

Unit Emission Reductions 2010-2011 in eCO2					
			2010	2011	Reduction
1	Secretariat London	Air Travel	1,253	866	387
2	Australia	Air Travel	471	402	68
3	The Gambia	Vehicle Fuel	125	69	56
4	Secretariat Johannesburg	Air Travel	588	543	45
5	United Kingdom	Office Energy	211	171	40

Concerns about data quality and detail lead to uncertainty

Data quality is a concern. For example, we currently lack sufficiently detailed data to identify the cause and effect relationship that resulted in a reduction of air-travel in the Secretariat. This leads to concerns about the inclusiveness of the data as well. ActionAid will continue our efforts to improve data quality and ultimately confidence in emissions results.

Measurement is an effective initiative

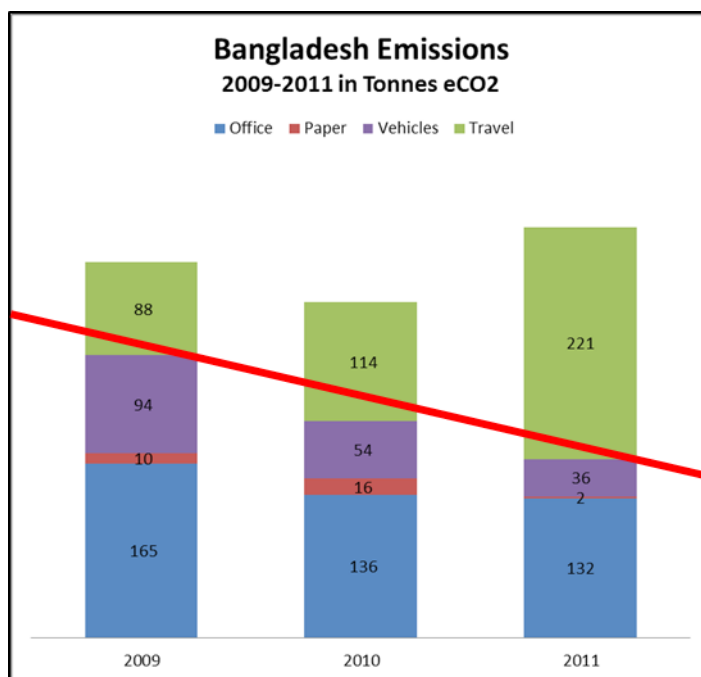
While it is possible to notice increase in a number of units' emissions, there is also good news in the details of the data. For example, in The Gambia and Bangladesh, where total emissions are up, but scope 1 and 2 emissions have decreased. Reporting emissions had a dramatic effect in both units where The Gambia reduced vehicle fuel emissions by 69% and Bangladesh by 34%. Similarly, when the Johannesburg Secretariat saw the results of how much paper was being used, this spurred an effort to make a reduction of 74%. There is a need to continue to learn from each unit to what degree these successful reductions were the results of initiatives or the result of other factors.

AA Bangladesh and United Kingdom data suggest that specific initiatives make a difference

We have evidence of specific initiatives to reduce emissions associated with energy use in buildings in Bangladesh and the United Kingdom that have been very effective.

After the 2009 emissions results were presented to the Bangladesh staff, they immediately started making changes to the operation of their buildings. These included, for example turning off air conditioning and lights at the end of each working day. These efforts are believed to account for the bulk of a 20% reduction in office energy emissions (electricity, generator fuel) between 2009 and 2011 - See Bangladesh emissions chart.

The London office of ActionAid UK (and the London Secretariat) moved to a different location in 2010. One of the goals of this move was to reduce energy use, emissions and cost. Energy use associated with the ActionAid London office was down 30% between 2009 and 2011 as a result of the move.



Air travel remains the organisation's greatest challenge

Despite evidence of some reductions in air travel in the Secretariat, UK and Australia, air travel remains ActionAid's most significant greenhouse gas impact. Data available at the moment and presented here shows that air travel amounts to approximately 65% of measured emissions. In order to address this challenge, we need to improve our data collection methods in two particular areas: firstly, we need to be able to obtain a full picture of air travel across the organisation. This means an increased number of federation members monitoring and reporting on activities which have an impact on the environment. Secondly, we need to improve the quality of the data gathered. It will be helpful for example to disaggregate and analyse the purpose the travel as well as the frequency of travel to different locations. The latter will be partly addressed at the Secretariat by the rolling out of a new travel record system which will take into account the necessary requirements in order to improve our monitoring of air travel. The system will be up and running at the end of this year so data will be available for our 2012 report. New and more detailed data will help us to improve our monitoring and to follow up on our commitment to reduce the number of face to face meetings – and therefore reduce travel.

Unit Emissions 2010-2011 in eCO2				AA Bangladesh			
Secretariat London					2010	2011	Change
	2010	2011	Change	Office	135.8	132.4	-3%
Office	69.6	63.3	-9%	Paper	16.0	2.2	-86%
Paper	10.0	3.3	-67%	Travel	113.7	220.8	94%
Travel	1,252.9	866.3	-31%	Vehicles	54.2	35.6	-34%
Total	1,332.5	932.9	-30%	Total	319.7	391.0	22%
Secretariat Johannesburg				AA The Gambia			
	2010	2011	Change		2010	2011	Change
Office	70.8	76.8	9%	Office	56.6	54.7	-3%
Paper	19.8	4.1	-79%	Paper	6.8	2.1	-69%
Travel	587.6	542.5	-8%	Travel	109.8	193.2	76%
Total	678.2	623.4	-8%	Vehicles	124.7	68.8	-45%
AA Australia				Total	298.0	319.0	7%
	2010	2011	Change	AA United Kingdom			
Office	70.8	53.5	-24%		2010	2011	Change
Paper	16.6	29.3	77%	Office	211.0	170.9	-19%
Travel	470.8	402.4	-15%	Paper	163.3	310.0	90%
Vehicles	3.5	2.6	-26%	Travel	471.8	457.2	-3%
Total	561.7	487.8	-13%	Total	846.1	938.1	11%

Aspect: Compliance

5.18 Environmental: EN28 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations

ActionAid International has not received any fines for non-compliance with environmental laws and regulations.

Social

5.19 Labour: LA1: Total workforce, including volunteers, by employment type, employment contract, and region

The following is the head count of ActionAid International staff (at international secretariat and in AA member countries).

Region	Female	Male	Total
Africa EASA [East and Southern Africa]	243	328	571
Africa WACA [West and Central Africa]	201	315	516
Asia	382	605	987
Americas	43	44	87
Europe	388	132	520
International Secretariat	104	78	182
Total	1361	1502	2863

The gender balance in the different positions (top, middle, junior) of AAI (members and International Secretariat) is reflected in the table below

STAFF TOTAL	Top management	Middle management	Junior positions
46,5% women	55,8% women	55,1% women	49,7% women
53,5 men	44,2% men	44,9 % men	50,3% men

The headcount is currently reported on by gender and region. Currently ActionAid International does not report by type of work, such as full- or part-time, or volunteers, but rather on the number of staff working within specific countries and regions. There were 39 staff members on expatriate contracts in 2011. From January 2012 with the implementation of the new Remuneration and Benefits policy, expatriate contracts are only applicable to members of the Senior Leadership team. All other contracts are on national terms and conditions.

5.20 NGO 9: Mechanisms for workforce feedback and complaints, and their resolution

Internal staff grievances

Each ActionAid entity has its own Human Resource policy, based on the ActionAid International Global Human Resource Standards. These are core non- negotiable standards that every part of the organisation must meet, subject to prevailing employment legislation. National Boards should regularly review compliance to these standards.

As an illustration, AA UK has a staff grievance policy in place which is managed by the Human Resources department. All staff can access the policy through the Human Resources Handbook, which is saved on all computer desktops as well as on the intranet. Documentation from the process is retained, and decisions are saved in personnel files.

ActionAid has signed up with People in Aid as a corporate member in February 2009 - a well-recognised network of international NGOs providing a code of practice in people management. Our membership provides accountability within our organisation for good people management practices and a benchmark with our peer organisations.

ActionAid International also has a [whistle blowing policy](#), developed in 2008. This policy applies to all staff of ActionAid and those of partner organisations who are in a long-term (over one year) relationship with the organisation. The policy covers the responsibility to report wrongful acts² committed by ActionAid staff and those of partner organisations. Under this policy, any victimization of a whistleblower will be the subject of disciplinary procedure. Reports received from ex-employees are also considered for investigation.

ActionAid International has an assurance policy in place which is supported by a reporting tool requiring each Affiliate Chair and Director to officially sign off each year on the degree of compliance with all organisational policies. In addition our internal audit function, affiliate review process and peer review mechanism, also provide for reviewing of compliance of members with policies.

² Wrongful acts in this sense are described as financial and procedural malpractice, including those relating to mismanagement, misappropriation of funds, actual or suspected fraud or abuse of authority.

5.21 Labour: LA10: Average hours of training per year per employee by employee category

Our global human resource standards provide for each staff member to spend at least five days on capacity development per year. The monthly HR report collates data on training modules and cost only and not training hours, however, guided by the monthly reporting of training activity at a country level, the training hours fall within the 5 days per year per staff benchmark.

5.22 Labour: LA12: LA12 Percentage of employees receiving regular performance and career development reviews

Performance reviews reported on and tracked for by the International Secretariat staff managed by the Johannesburg International Secretariat HR which includes Country Directors (excluding our Northern affiliates/countries), had better completion rates in 2011, as the annual increment is linked to receiving completed performance assessment dialogues. 50% of performance reviews were received and completed on time.

5.22 Labour: LA13: Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

The ActionAid International Board consists of 4 men and 5 women (one of which is the Secretary to the Board, the Chief Executive). Board members are regionally diverse coming from East Africa (2), Southern Africa (1), Latin America (1), Europe (4), South Asia (1), South East Asia (1) and North America (1).

We are trying to improve on the accuracy of information of national Boards, which for 2011 has been included in the annual reporting format from member countries to the AAI International Secretariat. According to ActionAid International's criteria for selection of assembly members, the following criteria appeal to diversity and representation of the people living in poverty with whom we work:

- “The General Assembly should take at least 50% of their members from groups, communities and movements of poor and excluded people
- At any given time, 50% of the members of the General Assembly should ideally be women
- The General Assembly's composition should also reflect locally significant social and regional diversity as far as possible.”

Our current available data shows that overall in our members, all national Boards except two have at least 40% women as per AAI policy, and 50% of the Boards have 50% or more women. The table also shows that 12 out of 15 general assemblies are composed of more than 50% female members. The following table provides data available at the time of submitting this report for each of the Affiliate and Associate members. Blanks indicate data not currently provided because the member does not have an assembly. Country Programmes do not have Boards or general assemblies.

No	Name	General Assembly		National Board		% of females on Boards
		Male	Female	Male	Female	
1	Australia	21	15	5	4	44%
2	Bangladesh			5	5	50%
3	Brazil	9	10	6	5	45%
4	Denmark	48%	52%	8	6	43%
5	France	22	40	7	11	60%
6	Ghana	14	13	8	7	46%
7	Guatemala	8	9	3	4	57%
8	Greece	12	12	2	5	71%
9	India	14	18	3	6	67%
10	Ireland			4	2	33%
11	Italy	16	11	5	3	37.5%
12	Kenya	17	19	7	6	46%
13	Malawi	11	11	5	6	55%
14	Nepal			4	4	50%
15	Netherlands	0	0	4	3	43%
16	Nigeria	6	7	8	6	42%
17	Sierra Leone	12	15	5	7	58%
18	Sweden	7	13	5	3	38%
19	Tanzania			6	5	46%
20	Thailand			4	5	55%
21	The Gambia			2	8	80%
22	Uganda	17	23	4	7	64%
23	UK			6	5	46%
24	USA			5	5	50%
25	Zambia			5	4	45%

At the international level, the Assembly held in June was composed of 48% women and the international Board comprised 44% women as members.

5.23 Society: SO1: nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting

ActionAid does not have ‘operations’ as such in most communities, as we work primarily through partners, and even where we are ‘operational’ our work consists mostly of social work (such as reflection meetings and training on rights). Thus it is the opening and closing of our programmes that has the major impact on communities. These processes have already been described previously in this document. At present, we require an exit plan two years before leaving a community and increasingly put emphasis on a ‘solidarity’ phase following ‘exit’, in which we continue to provide support in cases of rights violations.

A review of our exit policy took place in 2010 and recommendations were made regarding the length of time we spend in communities. The General Assembly in 2010 asked for further work to be done on this which is now underway. The lack of clarity however on clear decision making process on when and how we enter or exit a country was again acknowledged by the board in 2011. As such a revised policy was brought to the board and assembly in June 2012 for approval.

5.24 Product Responsibility: PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship

ActionAid International has a multitude of policies that relate to different issues (e.g. cross-border issues, corporate fundraising, etc.) because laws and cultures vary hugely across our markets and policies need to be flexible enough to cover all our countries. Thus, the relevant policies serve as a minimum standard only. Compliance with laws and standards relating to marketing and fundraising is with the governance role of Senior Management Teams in each country, and the national Boards in each of the countries. The internal audit function checks on compliance to these when they do their audits every two years (with the support of the Fundraising unit).

For 2011, ActionAid International has included for the first time this indicator in the annual reporting format in order to learn more about this element of our work. A summary of which laws our members are relating to in their respective countries is available in annex 4. It shows that all countries adhere to the relevant country legislation except in eight cases where the countries has not provided an answer or there are no such laws in existence in their country.

For example, in The Netherlands, ActionAid International is a member of the VFI – Association of Fundraising Organisations. As well as compliance with our legal obligations, AA Netherlands aims to comply with the Codes of Conduct of the CBF – the Dutch Charity ‘watchdog’ – and keeps track of the number of complaints received and instances of non-compliance. AA Netherlands’ annual report is scrutinised by the CBF and every three years a re-appraisal takes place for accreditation by the CBF. ActionAid International is also subject to the Personal Data Protection Act in The Netherlands. In approaching our current and future supporters we need to abide with the privacy regulations of personal data.

5.25 Human Rights: HR8 Percentage of security personnel trained in the organization’s policies or procedures concerning aspects of human rights that are relevant to operations

ActionAid has a unique security management model whereby security is integrated into our programme strategy instead of being a standalone technical function. Complementing this model, we have part time Security Focal Persons in different countries who are otherwise holding other positions such as HROD managers, administration managers etc. Only two countries have full time Security personnel who are not holding any other position, Haiti and Afghanistan. DRC will be recruiting for a full time position in 2012. At least 90% of the Security Focal Persons are well aware of and informed of our policies and procedures concerning aspects of human rights by virtue of their full time roles else than security. In many cases, these colleagues are responsible for rolling these policies out at the country level. We still have areas to improve in order to meet all of the standards of People in Aid and we are addressing this in our plans for the future. AAI’s security framework clearly emphasises the link of our security approach with our identity, values and key organisational policies, without which we will not be able to ground ourselves (as security persons) into the organisational culture.

Annex 1 List of ActionAid offices globally

Region	Country	Location Type	Location Name
International	International Office	Head Office	Johannesburg
Asia Region	Asia Regional Office	Head Office	Bangkok, Thailand
	Myanmar	Head Office	Yangon, Myanmar
	Myanmar	Sub Office	Labutta, Myanmar
	Myanmar	Sub Office	Phyar Pone, Myanmar
	Myanmar	Sub Office	Meikhtilar, Myanmar
	Afghanistan	Head Office	Kabul, Afghanistan
	Afghanistan	Sub Office	Mazar, Afghanistan
	Afghanistan	Sub Office	Bamyan, Afghanistan
	Afghanistan	Sub Office	Shibargan, Afghanistan
	Australia	Head Office	Sydney
	Bangladesh	Head Office	Dhaka
	Bangladesh	Sub Office	Dhaka
	Cambodia	Head Office	Phnom Penh
	China	Head Office	Beijing
	China	DA/DI	DA2-Leishan
	China	DA/DI	DA3-Zhangjiachuan
	China	DA/DI	DA5-Longzhou
	China	DA/DI	DA6-Chongli
	China	DA/DI	DA7-Hengxian
	China	DA/DI	DA8-Ningming
	China	DA/DI	DA9-Yongshou
	China	DA/DI	DA10-Zhangbei
	China	DA/DI	DA11-Hanyin
	China	DA/DI	DA12-Jingxi
	China	DA/DI	DA13-Lveyang
	China	DA/DI	DA14-Ningqiang
	China	DA/DI	DA15-Tiandeng
	China	DA/DI	DA16-Zhijin
	China	DA/DI	DA17-Luodian
	China	DA/DI	DA18-Jiangkou
	India	Head Office	New Delhi
	India	Sub Office	Bangalore
	India	Sub Office	New Delhi
	India	Sub Office	Bhopal
	India	Sub Office	Bhubaneshwar
	India	Sub Office	Chennai
	India	Sub Office	Guwahati
	India	Sub Office	Secunderabad
	India	Sub Office	Jaipur
	India	Sub Office	Kolkata
	India	Sub Office	Lucknow
	India	Sub Office	Mumbai

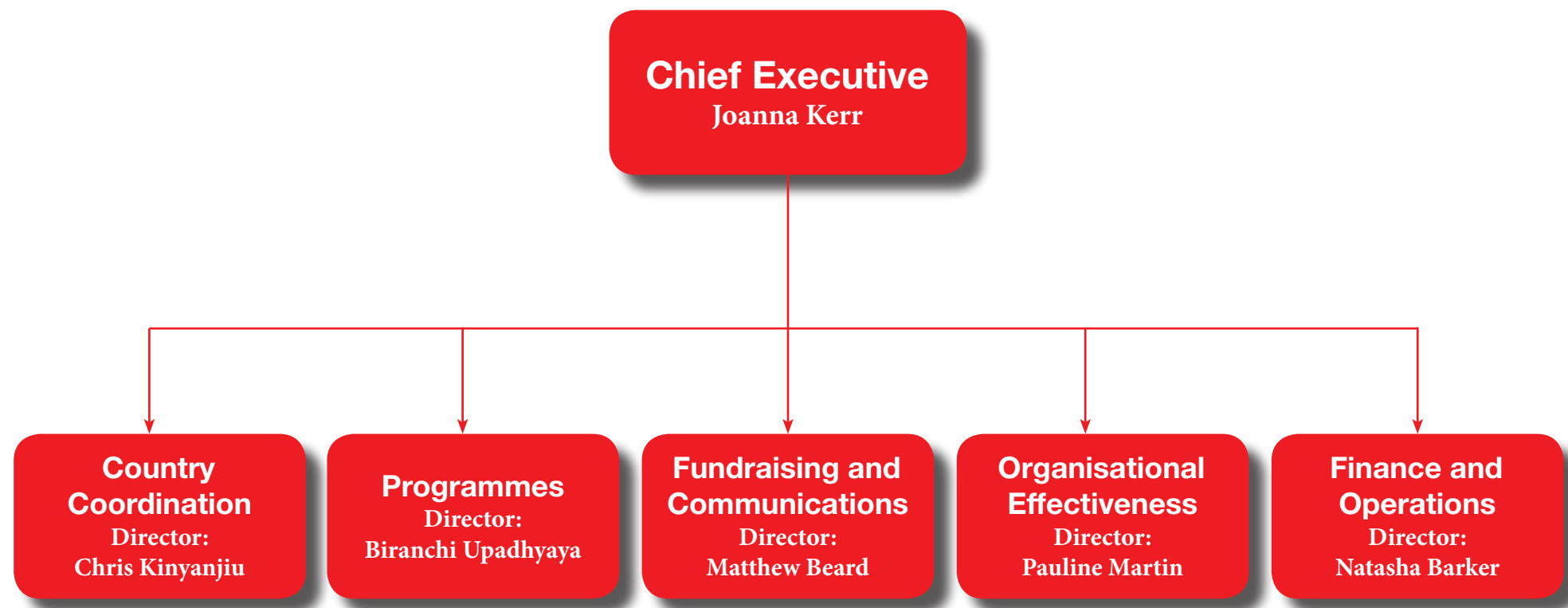
	India	Sub Office	Patna
	India(FIELD OFFICE)	Sub Office	Ahmedabad Field Office
	India (FIELD OFFICE)	Sub Office	Srinagar Field Office
	Nepal	Head Office	Kathmandu
	Nepal	Sub Office	Biratnagar
	Nepal	Sub Office	Bharatpur
	Nepal	Sub Office	Nepalgunj
	Pakistan		Islamabad
	Pakistan		Lahore
	Pakistan		Karachi
	Pakistan		Abbottabad
	Thailand	Head Office	Bangkok, Thailand
	Vietnam	Head Office	Hanoi
	Vietnam	Sub Office	HCM City
	Vietnam	Sub Office	
Africa Region	Africa Regional Office	Head Office	Nairobi - Kenya
	Burundi	Head Office	Bujumbura
	Burundi	DA/DI	Rutana
	Burundi	DA/DI	Ruyigi
	Burundi	DA/DI	Karusi
	DRC	Head Office	Goma
	DRC	Sub Office	Bukavu
	DRC	Sub Office	Kinshasa
	Ethiopia	Head Office	Addis Ababa
	Ethiopia	Sub Office	Benishangul Region
	Ethiopia	DA/DI	Kamashi
	Ethiopia	Sub Office	Northern Region Coordination Office
	Ethiopia	DA/DI	Ofla
	Ethiopia	DA/DI	Janamora
	Ethiopia	Sub Office	Awassa
	Ethiopia	DA/DI	Azernet
	Ethiopia	DA/DI	Yem
	Ethiopia	DA/DI	Kemba
	Ethiopia	DA/DI	Gena Bossa
	Ethiopia	DA/DI	Kombolcha
	Ethiopia	DA/DI	Seru
	Ethiopia	DA/DI	Decha
	Ghana	Head Office	Accra
	Ghana	DA/DI	Kadjebi
	Ghana	DA/DI	Tamale
	Ghana	DA/DI	Tumu
	Ghana	DA/DI	Zebilla
	Ghana	DA/DI	Sunyani
	Guinea-Bissau	Head Office	
	Kenya	Head Office	Nairobi
	Kenya	Sub Office	Coast
	Kenya	Sub Office	West
	Kenya	Sub Office	North-East
	Kenya	DA/DI	Makima

	Kenya	DA/DI	Elangata Wuas
	Kenya	DA/DI	Narok
	Kenya	DA/DI	Kieni
	Kenya	DA/DI	Ijara
	Kenya	DA/DI	Tangulbei
	Kenya	DA/DI	Homa Hills
	Kenya	DA/DI	Kuria
	Kenya	DA/DI	Kongelai
	Kenya	DA/DI	Usigu
	Kenya	DA/DI	Cheptais
	Kenya	DA/DI	Khwisero
	Kenya	DA/DI	Bamburi
	Kenya	DA/DI	Malindi
	Kenya	DA/DI	Wenje
	Kenya	DA/DI	Marafa
	Liberia	Head Office	Monrovia
	Liberia	Sub Office	Lower Montserrado
	Liberia	DA/DI	Gbarpolu County
	Liberia	Sub Office	Grand Gedeh County
	Liberia	Sub Office	River Gee County
	Malawi	Head Office	Lilongwe
	Malawi	DA/DI	DA13 Ntchisi District
	Malawi	DA/DI	DA16 Dedza District
	Malawi	DA/DI	DA10 Nsanje District
	Malawi	DA/DI	DA11 Mchinji District
	Malawi	DA/DI	DA12 Chiradzulu
	Malawi	DA/DI	DA14 Neno District
	Malawi	DA/DI	DA15 Rumphi District
	Malawi	DA/DI	DA3 Salima District
	Malawi	DA/DI	DA4-Kabunduli
	Malawi	DA/DI	DA5-Mzimba Nkhosolo
	Malawi	DA/DI	DA6-Nkhulambe, Phalombe District
	Malawi	DA/DI	DA7-CHATATA URBAN DA
	Malawi	DA/DI	DA8-Chitipa DISTRICT
	Malawi	DA/DI	DA9-Machinga
	Mozambique	Head Office	
	Mozambique	DA/DI	Erati
	Mozambique	DA/DI	Cabo Delgado
	Mozambique	DA/DI	Pebane
	Mozambique	DA/DI	Maganja da Costa
	Mozambique	DA/DI	Namarroi
	Mozambique	DA/DI	Manhiça
	Mozambique	DA/DI	Marracuene
	Nigeria	Head Office	Abuja
	Nigeria	Sub office	Lagos
	Rwanda	Head Office	Kigali
	Rwanda	DA/DI	Nyanza
	Rwanda	DA/DI	Ruheru
	Rwanda	DA/DI	Musanze
	Rwanda	DA/DI	Karongi

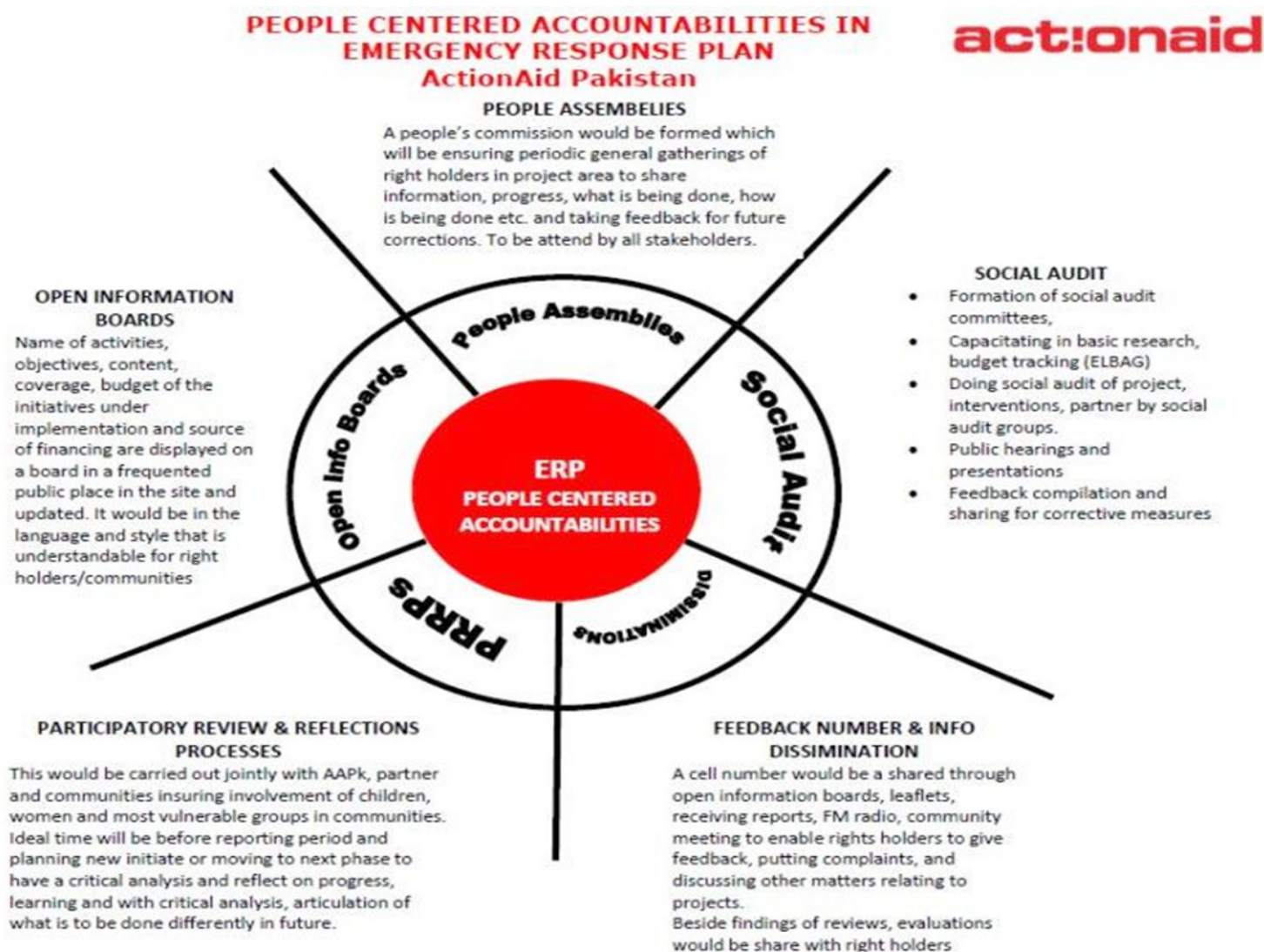
	Senegal	Head Office	Dakar
	Senegal	Sub Office	Kaolack
	Sierra Leone	Head Office	
	Sierra Leone	DA/DI	WADA
	Sierra Leone	DA/DI	Kambia
	Sierra Leone	DA/DI	Makeni
	Sierra Leone	DA/DI	BO
	Sierra Leone	DA/DI	Kono
	Sierra Leone	DA/DI	Tonkolili
	Sierra Leone	DA/DI	Moyamba
	Somalliland	Head Office	Hargeisa
	South Africa	Head Office	Johannesburg
	Tanzania	Head Office	DAR ES SALAAM
	Tanzania	DA/DI	ZANZIBAR
	Tanzania	DA/DI	BAGAMOYO
	Tanzania	DA/DI	SINGIDA
	Tanzania	DA/DI	DODOMA
	Tanzania	DA/DI	TANDAHIMBA
	Tanzania	DA/DI	KILWA
	Tanzania	DA/DI	MAFIA
	Tanzania	DA/DI	PEMBA
	Tanzania	DA/DI	NEWALA
	The Gambia	Head Office	The Gambia
	The Gambia	DA/DI	
	Uganda	Head Office	Kampala
	Uganda	DA/DI	Busiki
	Uganda	DA/DI	Nebbi
	Uganda	DA/DI	Masindi
	Uganda	DA/DI	Amuru
	Uganda	DA/DI	Pallisa DI
	Uganda	DA/DI	Kumi DI
	Uganda	DA/DI	Katakwi DI
	Uganda	DA/DI	Kapchorwa DI
	Uganda	DA/DI	Kalangala DI
	Zimbabwe	Head Office	Zimbabwe
	Zimbabwe	DA/DI	Zimbabwe
	Zimbabwe	DA/DI	Zimbabwe
Americas Region	Americas Regional Office	Head Office	Rio de Janeiro
	Brazil	Head Office	Rio de Janeiro
	Guatemala	Head Office	Guatemala
	Haiti/Dom Rep.	Head Office	
	USA	Head Office	
Europe Region	ActionAid International Europe Office (International Secretariat)		Brussels
	UK	Head Office	London
	UK	Sub Office	Chard
	Greece	Head Office	Athens
	Ireland	Head Office	Dublin

	Italy	Head Office	Milan
	Italy	Secondary office	Rome
	NIZA	Head Office	Amsterdam
	PSO	Main Office	Paris
	Denmark	Head Office	Copenhagen
	Denmark	Sub activist office	Århus
	AADK - Tanzania	AADK Training Center for Development Cooperation	Arusha
	AADK - Tanzania	AADK Global Platform Tanzania	Dar es Salaam
	AADK- Kenya	AADK Global Platform Kenya	Nanuyki
	AADK - Jordan	AADK Mena regional Office, Amman	Amman
	AADK - Nicaragua	AADK Central America Regional Office	Managua
	AADK - Honduras	AADK country office	
	AADK - El Salvador	AADK country office	San Salvador
	AADK - El Salvador	AADK Global Platform El Salvador	Cuscatlán
	AADK - Guatemala	AADK country office	Ciudad de Guatemala
	AADK - Nepal	AADK Global Platform Nepal	Kathmandu

Annex 2: Organisational Diagram



Annex 3 People centred accountability framework of ActionAid Pakistan



IMPORTANT: This plan would be made part of partner's agreement, M & E Office in ERP would be primarily responsible to ensure that process and undertaken by partner. He along with support of emergency coordinator, and regional emergency coordinators will be responsible for building capacities of partner and communities to undertake such process effectively and coming up with the outcomes that make sense and leads to informed revisions, corrections, improvement of program intervention. Time lines and other operational modalities is to be agreed with partners at the before proposal and agreement finalization.

Annex 4 A summary of which laws our members are relating to in their respective countries

Country	Do you follow and adhere to national laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship?	If you have received complaint of any breaches of these, please specify
Afghanistan	Labour law, Tax law and NGOs law	Nil
Australia	Yes	Not completed
Bangladesh	AAI Bangladesh follows ethical standards for institutional fundraising. National sponsorship fundraising is not yet applicable.	No
Brazil	AAI Brazil follows the Brazilian Volunteer Law n° 9.608 established on 18th February 1998. AAI Brazil also follows Brazilian Law n° 8069 established on 13th July 1990 to protect the rights of children and adolescents as regards ethical advertising, promotion, and sponsorship communications.	Not completed
Burundi	AAI Burundi does not have any volunteers. They use contractual staffs and casual staffs and respect the child protection policy in sponsorship activities	No
Cambodia	<ul style="list-style-type: none"> • The Labour law of Cambodia • Regulations outlined in the MoU with the Ministry of Foreign Affairs (MOFA) • Regulations outlined in the MoU with the Ministry of Rural Development 	One complaint by a former staff member re constructive dismissal to Labour Arbitration. Resolved, in favour of AA Cambodia. International staff found to not have registered with the Ministry of Labour- this was followed up by a national NGO network on AA behalf and it was found that there is no process for registration in the Ministry of Labour despite it being a condition in the labour law and regulations set by MOFA. No further action taken.
China	Yes	N/A
Denmark	AA Guidelines for fundraising: <ul style="list-style-type: none"> • Open information policy • Company fundraising policy • Cross border fundraising policy • Online policy and guidelines • Brand guidelines National laws and voluntary codes: <ul style="list-style-type: none"> • The Danish data protection law • The Danish National law of fundraising activity • The ethical guidelines provided by the Danish fundraising association ISOBRO 	Not completed
DRC	Yes e.g. adherence to the labour law and the humanitarian standards	N/A

Ethiopia	We adhere to the law of Charities and Societies of the Government of Ethiopia. Besides, we maintain the 30/70 ratio of admin and program cost which is part of the requirement of this law.	No
France	No	Not completed
Ghana	Not completed	Not completed
Greece	There is no specific national law on ethical fundarising. We follow the law, standards and voluntary codes of marketing and advertising.	Not completed
Guatemala	Not completed	No
Haiti/DR	N/A	Not completed
India	Yes	No
Ireland	We comply with the Dochas Code of Conduct on Images and messaging/The Dochas code on Good Governance/the Irish fundraising Forum for Direct Recruitment code of practice and the statement of Guiding Principles for Fundraising.	No complaints
Italy	Child Sponsorship national guidelines developed by the Non Profit State Agency in 2010. This is on voluntary basis. Privacy: restrictive law about individual data - Dlgs. 196/2003 Face to Face guidelines: on a voluntary basis, we apply a guideline developed by the main INGOs Advertising: "Codice di autodisciplina della comunicazione commerciale", a policy by an independent Institute (IAP- Istituto per l'autodisciplina pubblicitaria) requiring to respect dignity when showing images in advertising.	No complaints received
Kenya	Employment Act 2007, Children's Act, Kenya Copyright Act 2010, Kenya Taxation Act	Not completed
Lesotho	Labour Code Order, 1992	None
Liberia	Yes	Not completed
Malawi	Yes - NGO board regulations	Not Applicable
Mozambique	Yes. Social Security (INSS), Pension Law (Decree 25/9) and Personnel Income Tax Law (IRPS), Labour Act	Not completed
Myanmar	There is a lack of the above facts in Myanmar.	No
Nepal	Yes	Not completed
Netherlands	Yes. We are certified by CBF (Central Office of Fundraising), carry the ANBI Seal (Tax Office approval) and being a member of VFI (Association for fundraising organisations) we follow all its guidelines.	Not completed
Nigeria	Yes	Yes
Pakistan	Yes. AAPk has agreement with Ministry of Economic Affair Division and do adhere to the national laws and policies.	No
Rwanda	No	No
Senegal	NA	NA
Sierra Leone	Not completed	None
Somaliland	Does not exist in Somaliland	None
South Africa	Yes	Not Applicable

Sweden	Yes. Swedish Fundraising Council Code of Quality	Not completed
Tanzania	Labour and Employment Act	N/A
Thailand	<p>1. Social Welfare Promotion Act of Thailand. AAT has followed on the Social Welfare Promotion Act of Thailand. This act is the standard law for Public Benefit Organisations (PBO) or Non-Governmental Organisations (NGO) in Thailand.</p> <p>2. Revenue Code, Under the Ministry of Finance. All NGOs in Thailand designated by the Ministry of Finance as a Public Charitable Institution also benefit from complete exemption from income tax. Please note: that all NGOs can apply for the exemption from income tax after the three year of operation. AAT will be eligible for that after year 2014. We had not raised fund locally in 2011, but we will do it in 2012.</p>	Not completed
The Gambia	Yes: There is no known specific national policy documents guiding the above however, our work on these areas fall within the ethical principles of national regulations and other codes. Also, much of what we do relating to advertisement, communications and recruitment processes are guided by the National Labour Law, Gambia Public Procurement Authority guidelines & The Women's Act. We reference our Local Financial Management Policies and Procedures Manual for all issues that are Finance and Procurement related our Communications Strategy Documents on all marketing Communications and promotion of The ActionAid Brand and our Fundraising strategy for all fundraising related activities.	None
Uganda	NGO Registration and Regulation	None
UK	Yes – applicable UK law as well as regulations set out by the UK Fundraising Standards Board and the UK Institute of Fundraising.	Not completed
USA	No	Not completed
Vietnam	Yes	Not completed
Zambia	Not familiar of national laws, voluntary standards, however, AAIZ has been spearheading the developing of an NGO Code of Conduct and hopes to lead this initiative by signing up to the Code	Not completed
Zimbabwe	Yes, though we still await approval of our revised MOU by the Cabinet.	No complaints received.