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ActionAid International Annual Report to INGO Accountability Charter

Progressing Towards Greater Accountability

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1 Profile Disclosures

1.1. Strategy Analysis

Statement from the most senior decision maker about the relevance of accountability to the organization and its strategy

It is my pleasure to submit ActionAid's sixth accountability report to the INGO Accountability Charter.

This report is based on ActionAid's 2012 Global Annual Report, in which we share both achievements and challenges of the first year of implementation of our five year strategy, *People's Action to End Poverty*¹.

Accountability to stakeholders was at the centre of work to develop the Strategy. This enabled us as a federation to define and fully embrace specific time bound commitments for each of the five Mission Objectives and ten related Key Change Promises (KCPs) in *People's Action to End Poverty*. In addition to mission objectives, we made the deliberate effort to define seven organizational strategic priorities that speak directly to ActionAid's aspiration to continuous improvement and further progress towards becoming a more effective organization. These organisational priorities are critical enablers in achieving the mission objectives. We also made improvements in measuring our progress towards our KCPs. For the first time, we collected quantitative data across the federation on the number of people reached and number of people experiencing change by each KCP. This enabled us to report better on the scale and reach of our work. We still have long way to go in this area due to diversity of methodologies and systems used by country members during the data collection and storage, etc. but we are committed to overcoming these challenges by investing more time and resources in the years to come.

We believe that people's purposeful and collective action can bring about change. This is reflected in our overall Theory of Change which includes accountability as an intrinsic element of people's power: both in terms of their ability to claim rights and to hold ActionAid to account for its promises and behaviours. In essence, such a model of change could not be achieved if we weren't working directly with communities and partners, actively including them in our planning, monitoring and evaluation processes, and consistently acting as a conveyor for their voices in international as well as national spaces where ActionAid works. This is why in 2012 we continued to work in 498 Local Rights Programmes (LRPs) and with more than 7400 organisations across the federation including networks, alliances, Community Based Organizations (CBOs), NGOs, movements, cooperatives worldwide to amplify people's voices, and their demand for economic and social justice. As reported in the 2012 Global Annual Report to the ActionAid General Assembly², we worked to improve our understanding of citizen-state power relations, increased appreciation of women's leadership and dialogue on public services, and monitoring of public services – from building the capacity of women keen to compete in local elections in Zimbabwe, to providing training on budgets for communities in slum areas of Dhaka, to lobby local MPs for safer water supplies.

¹ http://www.actionaid.org/sites/files/actionaid/peoples_action_to_end_poverty_28pp.pdf

² <http://www.actionaid.org/publications/2012-actionaid-annual-report-main-narrative-report>

In 2012 we produced *People's Action in Practice*³, a core resource book to help staff and partners operationalise ActionAid's strategy. This resource book was produced through a broad consultative process, drawing on effective programme practice and experience from around the world. A series of training workshops at international, sub-regional and national levels ensured broad internalisation of this resource book. For each of the ten KCPs in our strategy we developed *critical pathways* that countries could adapt to their context to design effective programmes. All countries aligned their country strategies to the international strategy, identifying the contributions they would make to the wider federation. Our planning and reporting systems were reformed to ensure that we could aggregate our efforts and track progress more effectively. In 2012 we also conducted an intensive review of 16 LRPs across 8 countries to draw lessons on how we are delivering a human rights based approach in practice. Learning from this evaluation informed the design of a series of activities aimed at improving the design of quality programmes which link local, national and international work. A major breakthrough was also made in harmonising the participatory approaches we use for grassroots programming, compiling learning from different methodologies into an integrated Reflection-Action process.

In 2012 we also identified the 3 multi-country campaigns that we will be implementing in the coming years – Tax Justice, Land Grabs and Safer Cities. These campaigns will draw upon the programmatic experience from our field programmes and research initiated on various strands of the campaigns.

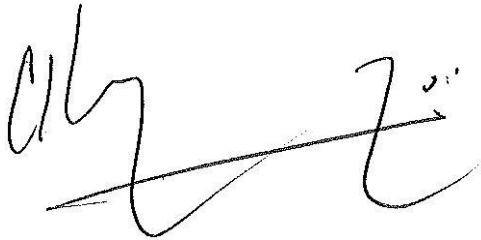
Leading up to the 10th anniversary of ActionAid as an international federation, 2012 was a year of critical review and reflection on our institutional governance practice. In this regard we initiated a review of our governance model, led and conducted by independent consultants. We looked at how well the ActionAid governance model is responding to an evolving accountability landscape both internally and externally. Creating an international NGO by devolving power to countries and transforming them into autonomous members has required intense efforts and resources. Congruent with our mission as an organization, our objective was to ensure that such transformations are supportive of and consistent with our programmatic work and our accountability to the poor and excluded. The review has given ActionAid some clear indications of what has been achieved and what needs to be improved in the future with regards to structure and practice. Such improvements will be carried forward in 2013 and beyond.

As part of our celebration of World Food Day in October 2012 and highlighting importance of responsible campaigning and advocacy, we set up an SMS-Twitter hook up to enable ActionAid supporters in Europe and America to directly link with people in rural areas in five developing countries whose land had been taken away. The purpose of this was to communicate to rural people that others are acting in solidarity with them, to reassure them that they are not alone in their struggle. The communities were supported by ActionAid staff or by local partners who translated their messages into English and ActionAid supporter's words back into local languages. This enabled ActionAid's supporters to connect directly with people in rural areas and to understand the issue of land grabbing directly, hearing it from the people affected. This helped to raise awareness of the issue and strengthened their commitment to act on this issue with ActionAid. Over 30,000 tweets were generated through this process, with an estimated reach of 1 million people.

³ http://www.actionaid.org/sites/files/actionaid/1._peoples_action_in_practice_final_20_07_2012.pdf

GRI - Global Reporting Initiative

We feel proud of our achievements and progress made in improving quality of our work and accountability practices in 2012. We look forward to implementing the exciting plans for 2013 that will advance our transparency and multi stakeholder accountability and our new strategy is already forging purposeful action for change.

A handwritten signature in black ink, appearing to read 'CK' followed by a stylized flourish.

Signed by CEO of ActionAid

Chris Kinyanjui, Interim

2 Organizational Profile

2.1. Name of organisation

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

2.2. Primary activities

ActionAid's main activities include participatory analysis and awareness-raising; organising and mobilising civil society and citizens worldwide, and building solidarity networks; strengthening 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 is a federation of autonomous Affiliate and Associate Members which are governed by national Boards, and local branches or 'Country Programmes'. The International Secretariat (IS) supports, coordinates and monitors activities of its Members and manages Country Programmes in the 19 countries that are in the process of achieving membership status.

In addition, the IS leads on international work on behalf of the federation. An International Board elected by a General Assembly (GA) appoints the Chief Executive as the staff leader and manager of the IS and the federation. The Chief Executive is supported by a team of International Directors who are part of the Senior Leadership Team. This team manages the IS's work in a matrix of seven clusters and five international directorates.

In 2012, there were 18 Affiliates, 8 Associates and 19 Country Programmes. There is an ActionAid Country Office in each of these countries⁴, 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 IS's headquarters is located in Johannesburg, South Africa with international hubs in Rio de Janeiro, Bangkok, Brussels, London and Nairobi.

Affiliates

Australia, Brazil, Denmark, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Malawi, The Netherlands, Nigeria, Sierra Leone, Sweden, Uganda, UK, USA.

Associates

Bangladesh, France, The Gambia, Mozambique, Nepal, Tanzania, Thailand, Zambia.

Country Programmes

Afghanistan, Burundi, Cambodia, China, Democratic Republic of Congo, Ethiopia, Haiti, Lesotho, Liberia, Myanmar, Nicaragua, Occupied Palestinian Territory, Pakistan, Rwanda, Senegal, Somaliland, South Africa, Vietnam, Zimbabwe.

⁴ Annex 1 contains the list of all national offices of ActionAid

2.4. Location of the organisation's headquarters

Main International Secretariat:

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

2.5. Number of countries where the organisation operates

ActionAid has full operations in 45 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 (vereniging) 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 General Assembly, while an Associate has one vote.

Those organisations working in countries without Boards of governance at the national level operate as branches of ActionAid and are expected to transform themselves over time into Associates and ultimately into Affiliates. However, due to political, legal registrations restrictions, some countries may take long to go through the transformation.

2.7. Target audience and affected stakeholders

ActionAid contributes to the global movement against poverty and for rights and justice working together with partner organisations worldwide and with the support of hundreds of thousands of supporters and activists. ActionAid works in alliances and networks with other Civil Society Organisations (CSOs) that share its goals and aspirations. Since it was founded 40 years ago, ActionAid 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), supporters and donors, and in some cases also governments.

2.8. Scale and Scope of reporting organization

In this report, “scope” covers ActionAid’s Theory of Change and “scale” is the extent to which the organization actually achieves this change, expressed in the indicators provided in INGO reporting template and guide.⁵

In ActionAid we believe that an end to poverty and injustice can be achieved through individual and collective action, led by the active agency **and empowerment** of people living in poverty and supported by **solidarity, rights-based alternatives** (ideas which stretch the

⁵ <https://www.globalreporting.org/resource/library/NGOSS-Complete.pdf>. p26

scope of our existing interventions or frameworks) and **campaigns** that address the structural causes and consequences of poverty.

These are achieved through:

- **Building solidarity networks**
- **Mobilizing supporters** and CSOs
- **Advocating and campaigning** to curtail poverty and injustice
- **Working in partnership** with social movements, communities and CSOs
- **Strengthening CSO & people's capacity**
- **Respond to emergencies & people's immediate needs in disaster situations**
- **Promote a human rights based approach to development**

This belief informs our approach and theory of change, and to some extent, is reflected in the scale of our work described in the diagram below.



Figure 1: ActionAid scope and scale

*LRPs, or Local Rights Programmes, are the geographical areas where ActionAid undertakes its long term programmes with communities

** and *** Quantitative data has been collected for the first time in this fashion in 2012 so there could be a slight margin of error. We are currently working to strengthen our data collection and analysis tools in order to exclude inaccuracies in this area in the future. **** Partnerships include networks, alliances, CBOs, NGOs, movements, cooperatives.

Rounded figure of **supporters** includes both – financial (460,000) and non-financial (557,369) supporters

Table 1: Financial position December 2012

Aggregated statement of financial position as at 31 December 2012			
	Note	2012 €'000	2011 €'000
ASSETS			
Non-current assets			
Property, plant and equipment	8	3 630	3 752
Investments	10	11 692	10 588
		15 322	14 340
Current assets			
Receivables	11	19 248	19 055
<i>Cash and cash equivalents</i>			
Short term bank deposits		7 530	8 439
Cash at bank		65 620	79 504
Total Current Assets		92 398	106 998
Current liabilities			
Payables	12	(25 652)	(29 514)
Net current assets		66 746	77 484
Total net assets		82 068	91 824
FUNDS			
Restricted funds			
Liquid funds and treasury reserves	13	56 817	63 792
Property, plant and equipment reserve		1 711	1 662
		58 528	65 454
Unrestricted funds			
Liquid funds and treasury reserves		21 621	24 280
Property, plant and equipment reserve		1 919	2 090
		23 540	26 370
Total funds		82 068	91 824

Approved by the Assembly of ActionAid International on 28 June 2013 and signed on its behalf by:

Irene Ovonji-Odida
Chair of the Board of ActionAid International

Michael Lynch-Bell
Treasurer of the Board of ActionAid International

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

In 2012 two Country Programmes – Nicaragua and Occupied Palestinian Territory joined ActionAid. Malawi and The Netherlands became Affiliates; Mozambique was welcomed to become the ActionAid Associate member.

2.10. Awards received in the reporting period

ActionAid Hellas (Greece) has been awarded as one of the Best Work Places in the country in the category of Companies with less than 50 staff.⁶

⁶ This was awarded in 2013 but it refers to 2012 performance.

Distinction is based on the comparative results of Staff climate surveys and HROD policies and culture Audits based on the performance in 2012.

52 companies in Greece participated in the Research, including at least one more NGO.

3 Reporting Parameters

Report profile

3.1. *Reporting period for information provided*

January 2012 – December 2012.

3.2. *Date of most recent previous report*

ActionAid International GRI Level C Report 2011: submitted October 2012.

3.3. *Reporting cycle (annual, biennial, etc.)*

ActionAid reports 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 2012 Global Annual Report of ActionAid International and covers the same time frame. This report does not include activities performed by ActionAid's partners. It seeks to consolidate the work that ActionAid does overall around advancing accountability.

The report includes information and topics of relevance to ActionAid's stakeholders and staff, which also pertain to strategic 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 in which we demonstrate these values and principles is through membership of the INGO Accountability Charter and a commitment to the Charter's principles and framework. The annual INGO report serves to place emphasis on those issues of highest importance to ActionAid and its stakeholders, highlighting areas of strength and helping to identify and address weakness.

In 2012, most aspects of the Global Reporting Initiative (GRI) were included in ActionAid's global reporting requirements designed to measure progress against the international strategy. ActionAid's 2012 global reporting process adopted a new approach which provided good evidence and analysis for learning and adapting our work. ActionAid acknowledges however that information on some GRI indicators could be more complete and that, in some instances, information does not cover all countries in the federation.

3.6. *Boundary of the report*

Please see the previous section (3.5).

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

This report has been compiled on the basis of ActionAid's 2012 Global Annual Report. The report does not include information on each indicator from all members of the federation. Instead it provides an overall summary of the accountability work carried out in the federation with some specific examples.

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 to ActionAid's operations.

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*

As highlighted earlier in this document, in 2012 ActionAid launched a new strategy and introduced a new results measurement approach. For example, mission related strategic objectives and goals expressed as KCPs have quantitative targets (i.e. people expected to experience change and as people expected to be reached by ActionAid's interventions). In addition, national strategic plans were closely aligned with the international strategy achieving greater synergy throughout the federation. The strategy also identified organisational priorities to ensure that the federation is fit for purpose in achieving its mission objectives. These new approach required the establishment of unified common standards and tools to measure progress across the federation.

In 2012, as a logical response to the above developments, we introduced a narrative monitoring and evaluation (M&E) framework. New ways of monitoring change in both quantitative as well as qualitative indicators were piloted across different projects at international level. For the first time we counted the number of people reached by ActionAid's interventions and number of people experiencing change. Most significantly, in the Global annual report for 2012 we were able to include aggregated data from across the federation. This was done using an international online data collection system, where both quantitative and qualitative data was collected against each of the KCPs and organisational objectives.

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 is an international federation with a two-tier governance model:

1st Tier: A General Assembly (GA), in which all Affiliates and Associates participate fully.

This provides the highest level of governance for the federation. The GA is responsible for admitting and expelling members; approving overarching longer term international strategies and policies, and allocating resource, among other responsibilities. The GA elects the International Board, to which the majority of the day-to-day governance is delegated. In addition, the GA has two committees: the GA Organising Committee, which ensures efficient preparation and running of GA meetings; and the Election Committee, which manages election processes.

Affiliates

Australia, Brazil, Denmark, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Malawi, The Netherlands, Nigeria, Sierra Leone, Sweden, Uganda, UK, USA.

Associates

Bangladesh, France, The Gambia, Mozambique, Nepal, Tanzania, Thailand, Zambia.

Country Programmes

Afghanistan, Burundi, Cambodia, China, Democratic Republic of Congo, Ethiopia, Haiti, Lesotho, Liberia, Myanmar, Nicaragua, Occupied Palestinian Territory, Pakistan, Rwanda, Senegal, Somaliland, South Africa, Vietnam, Zimbabwe.

2nd tier: ActionAid International's Board provides effective and regular governance, oversight and support to the Chief Executive and International Senior Leadership Team (SLT). The Board has nine members and the following committees:

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



Figure 2: ActionAid Governance Diagram

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 convener of the GA is an executive officer. The ActionAid International Governance Manual⁷ explains 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.

⁷ http://www.actionaid.org/sites/files/actionaid/good_practices_for_action_aid_governance-governance_manual.pdf

Table 2: Governance and management functions

Governance	Management
Determine fundamentals of the 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 because we have a two-tier structure, but the ActionAid Board was composed of eleven independent members in 2012.

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

The relationship between ActionAid and its Members is spelt out in ActionAid's Constitution⁸, Membership regulations and license agreement. The members own the federation and there are several mechanisms through which they can provide input and recommendations to the GA (both at international and national levels), for example:

- Members nominate representatives who attend, participate, vote and make overall decisions at ActionAid's Annual GA Meetings. Three months prior to every GA meeting, members are called upon to submit motions/formal proposals and recommendations for the Assembly's consideration and decision. The process of decision-making is clearly defined in the constitution.
- ActionAid's Board presents an annual Board Progress Report to the GA. This report outlines the work of the International Board and is an avenue to provide recommendations. The report is complementary to ActionAid's Annual Report which is an account of the federation's progress towards its strategy. The IS also prepares an annual report to the Board and GA.
- The Chief Executive at the international level and Country Directors at the national level are the secretaries to the Boards/ Assemblies - this offers a connection between governance and management. In some cases, Senior Management Team members attend as ex-officio members of the Boards/Assemblies where they may raise upcoming issues and recommendations to the Board.
- ActionAid conducts an annual joint GA and Directors' Forum meeting. This enables Country Directors to interact with members of the governance bodies and creates an

⁸ <http://www.actionaid.org/sites/files/actionaid/constitution.pdf>

avenue for Country Programmes, who do not have representatives in the GA, to be heard.

ActionAid believes that the timely, free flow of information, in accessible language, form and format is essential for ensuring accountability, learning, trust and good performance. The Chief Executive ensures that key decisions taken by the International Board are communicated to all staff in the federation. ActionAid's intranet site, the HIVE, is a key internal platform for sharing information, storing relevant documents and useful for peer learning.

ActionAid has a Complaints and Response Mechanism Framework and Policy⁹ in place which applies to all units of the federation, including the IS. Its purpose is to provide any stakeholder with a channel to put forward complaints automatically raising the issue for investigation and action in an impartial manner.

All members are required to perform a governance review annually. This review, usually facilitated by an external consultant, is intended to assess the effectiveness of the governance structure providing employees with an opportunity to appraise and input on the governance process.

Participatory review and reflection processes (PRRPs) also provide an opportunity for internal stakeholders to assess the effectiveness of governance bodies. PRRPs are regular and on-going monitoring of the progress and outcomes of ActionAid's work. During PRRPs data is collected through participatory monitoring mechanisms, and then analysed and consolidated for learning and accountability purposes.

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 ActionAid

⁹ Available on ActionAid Intranet

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

Guidelines for identification and selection of the stakeholders with whom to engage are provided in ActionAid's Accountability, Learning and Planning System (ALPs) (2011)¹⁰ and Human Rights Based Approach (HRBA) Handbook, version 2.0¹¹. These guidelines along with ActionAid International Partnership Policy and Practice Framework (2009) set out the criteria for how to select stakeholders, including partners and other actors with whom to engage.

ActionAid development programmes are called "rights programmes" and include ActionAid's three HRBA programme components – empowerment, campaigning, and solidarity work. Rights programmes may be implemented at local, sub-national, national or international levels and are usually undertaken directly with rights holders, their communities, organisations and movements. These are ActionAid's preferred partners. In exceptional cases where ActionAid does not work directly with rights holders, work is still led by the interests of rights holders.

When ActionAid develops strategies (either at country- or international level), identifies stakeholders and forms alliances, needs and interests of the rights holders are always kept in the foreground. In a rights programme ActionAid does not typically partner with governments, but to achieve a common purpose, or as a tactic, ActionAid could in some cases work with governments.

ActionAid's programmes worldwide are implemented through partnerships. At the start of each programme, ActionAid and partners mutually assess each other and once agreed on the suitability of the partnership both parties sign a Memorandum of Understanding. Partnerships are reviewed regularly. Efforts are made to ensure that partners and ActionAid provide feedback to each other both in terms of working relationships and quality of the programme implemented.

ActionAid also undertakes rights programmes at sub-national, national and international levels. In the past ActionAid referred to national and international work as policy, campaigns or advocacy work. However because the three HRBA areas of programming apply at all levels, this is no longer appropriate. So now ActionAid refers to these programmes as 'national or international rights programmes' as ActionAid believes that rights programme work should link across all levels for achieving the greater and lasting change.

In relation to other stakeholders, such as potential donors or sponsors, the ActionAid International Company Fundraising Policy¹² stipulates whom we can or should not engage 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."

¹⁰ <http://www.actionaid.org/who-we-are/how-we-work/transparency>

¹² Full text of Policy available on the intranet or upon request

5 Performance Indicators

Programme Effectiveness

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

ActionAid has policies and processes in place to ensure 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 has multiple accountabilities to the poor and excluded people and groups we work with, supporters, volunteers, partners, donors, governments, staff and trustees. ALPs outlines 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.

ActionAid's organisational processes and planning cycles are designed to increase the influence and involvement of people living in poverty from the bottom up, by developing plans, budgets and strategies at the grassroots level, using mechanisms such as transparency boards to post money allocation and programme goals to ensure transparency of this information. Programmes are designed with grassroots community involvement at all stages – from the initial appraisal through the five-yearly strategic planning cycle, and the annual planning and review cycle enabling people living in poverty and other local stakeholders to feed into country strategies, which in turn influence ActionAid's overall strategy.

Each of the 45 Country Programmes, Affiliates and Associates has its own country strategy, aligned to the international strategy, developed with its stakeholders every 5-6 years. Annual plans and reviews guide the detail of work. PRRPs 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 and direct 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.

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.¹³

¹³ http://www.actionaid.org/sites/files/actionaid/aai_open_information_policy.pdf

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

ActionAid takes into account feedback from stakeholders on a regular basis. Below are some examples from different countries. Some of the examples below describe situations in which ActionAid has acted as a facilitator in terms of channelling feedback from stakeholders to the authorities.

Malawi: During the 2012 PRRPs partners express their concern regarding ActionAid Malawi's delay in approving their plans and budgets. ActionAid Malawi senior management team discussed the issue and identified one delaying factor: the plan review process was too long to review 24 plans which include LRPs, functions and national level programmes, on top of other assignments. The review process was revised and a number of improvements were made as a by reducing the number of stages before final approval of the plans; by setting two plans review teams to focus on programme and function related areas. In addition, an ActionAid Malawi developed a plan to fit with the deadline. This schedule was reviewed in every management meeting assessing progress of the planning process. The arrangement has speeded up the plan review and approval process and it is expected that no un-approved plan will go into next year.

UK. ActionAid UK adopted an integrated approach to PRRP's and Planning. As per ALPS guidelines it utilised PRRP's to inform planning and assist in the decision around prioritisation of objectives for 2013. It used a blended approach to planning - top-down and bottom-up. Priorities and budget were set by the senior management team and discussed with departments through the PRRP's completing the communication loop at an early stage in the process. All internal feedback was incorporated into departmental and team plans then aggregated up into an organisational plan and the plan sent to Board for final approval in December.¹⁴

India: ActionAid India witnessed several mass mobilizations in 2012. These collective actions focused on land, basic commodities' price rise, social security and more recently, on the increasing cases of violence against women, highlight the small yet significant spaces available for democratic assertion and for building people's confidence to raise several pertinent issues affecting their life. ActionAid India saw these mobilizations as a positive channel for issues of democratic governance and women's rights finding a way into the public discourse. To this respect, ActionAid India's effort in this direction was to bring in the voices of people on the margins and to organize capacity development programmes. ActionAid India will continue to further strengthen such democratization processes in the remaining period of the strategy.

Palestine. Through review of project reports and discussions with project staff in Palestine, ActionAid Australia learnt that the project team were uncomfortable with the project design, which had been approved by an external donor. This design committed the project to working through women's groups which combined two different approaches: savings and

¹⁴<https://hive.actionaid.org/UK/SPA/SPA%20Library/Forms/AllItems.aspx?RootFolder=%2FUK%2FSPA%20Library%2FMonitoring%20and%20Performance%20reporting%2FPRRPs%202012>

loans groups, and REFLECT¹⁵ circles. Feedback from communities highlighted that this combined approach was not suitable in the context, and that savings and loans groups and REFLECT circles should not be combined. While the value of economic empowerment was acknowledged, it was felt that the focus on increasing income in the savings and loans groups threatened to undermine the potential for women to think more freely about their rights and strategies to take action. This feedback helped ActionAid Australia to gain a clearer understanding of REFLECT in practice and in the context, adjust the project design and gain the donor's approval for the changes. Changes to the project's design included clearly distinguishing between the savings and loans groups and REFLECT circles, and identifying the differences between the income-related achievements of the savings and loans groups, and the success of the REFLECT circles.

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

As mentioned above, one way in which we ensure accountability is through our Complaints Mechanism Framework. The mechanism was introduced in 2008 following recommendations made in a review by One World Trust.

ActionAid believes that a well-designed and well-managed mechanism for handling external complaints can improve effectiveness, enhance the trust and confidence of stakeholders, identify areas of our work needing improvement and ensure that ActionAid learns from the feedback provided through this process.

According to the Global reporting data, total of 7830 external complaints/grievances were received in 2012. This number is higher than the one reported in 2011 (5391). We think that one reason for this increase is that the 2012 reporting process was more accurate and rigorous compared to 2011 – hence we have been able to draw a better federation wide picture. In addition, the definition of 'complaint' might be too strict – i.e. referred to as any expression of general dissatisfaction with ActionAid. An analysis shows that ActionAid members most active in fundraising and campaigns with the highest number of supporters and members received the majority of the complaints. In the UK for example, each complaint is individually responded to and details and outcomes logged.

In order to improve complaints handling and response process, ActionAid intends to work harder towards defining broad categories of complaints, collect information regarding the feedback from wider range of stakeholders (as opposed to mostly supporters) and more importantly, towards creating the centralized process for dealing with the most severe complaints at the federation level.

According to the information gathered through the Global Reporting System in 2012, at least 11 ActionAid members and Country Programmes received and dealt with complaints. Below are some examples

¹⁵ An approach to adult learning and social change inspired by Paulo Freire and developed by ActionAid. Reflect circles are central to ActionAid's work with communities

Bangladesh: a member of the public registered a grievance with the Country Director and Chief Executive regarding poor transparency around the recruitment of the Deputy-Director Finance. The Country Director formed an investigation committee tasked with investigating the recruitment process for the position. As per the report no discrepancy was found in the recruitment process. The report was shared with the IS Internal Audit Unit and the matter was closed.

India: three complaints were registered during 2012 out of which two were filed by former employees of the partner organisations alleging poor control and accountability mechanisms of their former employer. In both cases ActionAid India supported the redresses processes and the cases have been amicably closed. One grievance was filed by a partner organisation against the regional office of ActionAid India which was later withdrawn by the partner organisation.

Greece: received 409 complaints by Child Sponsors, mainly concerning the communications from the LRPs. This number was 592 in 2011. The main issues were the quality of children's messages, big delays of communications, etc. The rest of the complaints were about ActionAid Greece's processes. 34% of the people who called with complaints withdrew their sponsorship.

In 2013, we endeavour to make progress in disaggregating and understanding the nature of complaints and to foster learning throughout the federation.

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

As reported in 2011, one of ActionAid's major organizational gaps identified in the past was the absence of organised and structured processes to guide planning, monitoring and evaluation of programmes. In 2012, all members and Country Programmes were required to develop M&E frameworks to guide programme monitoring. 18 out of 45 countries completed M&E frameworks for their strategies.

As already mentioned, in 2012 ActionAid introduced an online system to facilitate data gathering and reporting across the federation. This system was used to compile the 2012 global annual report, the community level data used to generate information on number of people reached through our interventions, came from planning documents, attendance registers and partner reports. Evaluations and reports from partners accounted for 65% of the information reported on outcomes, with 20% resulting from participatory review and reflection processes. This represents significant progress towards firming the foundations for organised and purposeful data gathering and reporting.

In 2013, ActionAid will continue to strengthen and refine country level M&E frameworks, and to enhance local and national capacity in documentation, information gathering and reporting. The main focus will be quality improvement of data and, sense making and data usage. In addition, progress will be made towards incorporating learning into planning through analysis of the global reporting data. Our online system will facilitate generating cross-organisational learning in a more systematic way.

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

Eight principles underline ActionAid's human rights based approach (HRBA). These principles contain a set of minimum standards including a programme checklist to help 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. For example, in 2012, with the support of the Australian government and public, ActionAid Australia was able to stand alongside 167 Palestinian women, and give them the opportunity to establish women's groups to improve their income, status and progress towards their social and economic empowerment. By creating and working with these groups, ActionAid provides women with a space to meet, to take up their problems, find strength, resilience, and solutions for and with each other. In addition the respect within families is increased when they are able to contribute to household income. ActionAid's programmes create an environment where women's confidence about claiming their rights can grow, while enhancing their livelihoods and resilience in the face of economic and social hardship.¹⁶

ActionAid applies a gender lens when both analysing problems and developing solutions - for example, by asking whether solutions will expand or limit women's access to public services, resources and power. In 2012 across the federation, countries reported increased appreciation of women's leadership and dialogue on public services. For example, in Zimbabwe, as part of the 50/50 SADC Gender Protocol campaign, 200 women candidates keen to contest local government elections were given capacity training. Twenty-five women developed and distributed campaign strategies and 40 broke cultural boundaries to formulate strategies for young women's participation in politics. Meanwhile, women farmers in Rwanda used social media to engage the Minister of Finance on public investments in agriculture and budget processes, while women and youth in Mozambique used score cards to monitor district plans and to access health and water services.¹⁷

The other core 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 them and the organisations representing them in rural and urban areas, we ensure our programmes engage diverse groups of people. 'Working in partnership' is another principle that requires us to work with a diverse range of stakeholders, sometimes including governments.

Promoting equality and celebrating diversity is an integral part of the principles included in our strategies. In 2012 across the federation, 55% of country Board members were women. Support continued to Country Directors who participated in the Women's Leadership Development Programme in 2011-2012. In 2012 the programme focused on professional coaching and action-learning projects aimed at policy and practice changes to strengthen women in leadership. A significant number of women leaders participating in this programme

¹⁶ <https://hive.actionaid.org/Shared%20Learning%20in%20Action/Australia%20Story%20of%20Change.aspx> p.5

¹⁷ ActionAid International Annual Report, 2012, p. 5

have been internally promoted in line with our commitment to women in leadership. Others reported significant confidence building and improvement in management and leadership practices in their respective countries. ActionAid South Africa, for instance, also conducted staff training on diversity. In 2012, the IS initiated the Senior Leadership Development Programme in collaboration with the Centre for Creative Leadership, the Maxwell Leadership School and other, southern-based leadership institutions to explore African leadership and to inform its design and delivery.¹⁸

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

Following the approval of the ActionAid international strategy, programme teams across the federation make proposals to the Senior Leadership Team about the campaigns that may be required to achieve the agreed change objectives of the strategy. Once these proposals are approved and endorsed by the GA, 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. This process of annual review and reflection supports monitoring advocacy and policy activities in terms of progress made towards set targets and objectives or milestones reached as well as identifying areas where a shift in strategy may be required.

ActionAid's policy positions in relation to campaign relevant issues are built up from our own, and others experience, knowledge and analysis. They are developed using an agreed criteria which include quality research and analysis, awareness of our mandate, authority and legitimacy, accountability and meeting legal requirements while formulated in action-oriented manner. In addition, ActionAid has specific guidelines for conducting policy research and publishing external material, sign off the position-papers and any external communication.

Campaigns are based on ActionAid analysis and research and undergo the following process for approval:

- Proposals are assessed by a Technical Assessment Panel consisting of the 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.
- Proposals are circulated to all countries for scoring against the selection criteria approved by the Directors' Forum.
- Scores and outcomes of the technical review enable an advisory team of Country Directors to shortlist a maximum of five campaigns for further development.
- The shortlist is then approved by the ActionAid Senior Leadership Team.
- A policy and programme forum approves the final 'portfolio' of three campaigns following

¹⁸ ActionAid Annual Report, 2012

a debate and vote.

- The policy and programme forum's recommendation, together with recommendations on the roles and responsibilities of members and IS in implementing the campaign portfolio, is then sent to the Senior Leadership Team for approval, ActionAid Board for endorsement and then to the Directors Forum and General Assembly for launching:
- The three priority campaigns identified for the current strategy period are Tax Justice, Safe Cities and Urban Spaces for Women and Girls, and on Land Rights.

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's work is characterised by having a strong focus on an appraisal period prior to making a decision on when, how and on what to intervene within a new area of work.¹⁹ During this appraisal period, other actors are identified, and their activities 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, and before a campaign is launched internationally. ActionAid 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 with and learnt from other actors.

6 Economic

NGO7: Resource allocation

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

- The Resource Allocation Framework (RAF): a set of policies that determine how financial resources are allocated between ActionAid units and how the IS and the 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 remit to assess whether resources are used 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.

¹⁹ People's Action in Practice, HRBA Handbook, version 2. Pp.206-219

The standards used in ActionAid 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

For 2013, in terms of strengthening accountability, we will:

- Continue working on the Finance Transformation Project which aims to improve financial systems for accounting and reporting, by implementing a standard chart of accounts, standard reporting tools and further strengthen our accounting systems through a global financial system (GFS).
- Deliver a Donor Contract Management project thereby strengthening ActionAid's management of donor contracts through best practise policies, processes and complete, accurate management information.
- Update key policies and guidelines in the financial management framework, align financial policies and guidelines at International Secretariat and countries, and establish compliance framework to monitor.

NGO8: Sources of funding

The main sources of funding for ActionAid 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

Table 3: Funding sources

Five largest Official Donors €'000	
Government of Denmark	€25 924
United Nations World Food Programme	€11 039
Government of United Kingdom	€8 365
European Union	€7 740
Government of Netherlands	€1 030
Five countries with the largest contribution from individual donors €'000	
UK	€44 050
Italy	€43 921
Greece	€8 061
Sweden	€4 050
Ireland	€2 070
Funding sources €'000	
Voluntary	€143 939
Official	€65 988
Investments	€1 024
Other	€6 851
Total	€217 802

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

ActionAid operates through its national offices worldwide and through the IS hubs. In national offices, the majority of staff are local people – from bottom to top-level senior management. Members of the local national Boards are nationals of the respective country and take part in hiring the country directors. ActionAid commits to hiring local people for local jobs. In 2011 there were only 39 people on expatriate contracts out of 2863 staff. From January 2012 with the implementation of the new Remuneration and Benefits Policy, full international expatriate contracts are only applicable to members of the Senior Leadership Team. All other contracts are on either international plus or national terms and conditions. The number of expatriate contracts in 2012 was 48 out of 2955 staff, with the following breakdown: full international expatriate 3, other partially expatriate contracts - 45.

7 Environmental

Action Aid International's commitment to managing impact on the environment is reflected clearly in our international strategy.

In 2012 ActionAid measured operational greenhouse gas emissions of the IS and 17 member countries. ActionAid acknowledges that this is a partial view of our performance; however, organization is committed to continued expansion of environmental management efforts as shown by the increase in participating countries since 2009. This is possible due to the network of Green Champions composed of members of staff assigned to measure impact and implement targeted greenhouse gas emissions reduction strategies. ActionAid refers to each of the national members and the secretariat collectively as 'units' below. Finally, data for ActionAid China is incomplete and represents only partial measurement of their operational impact.

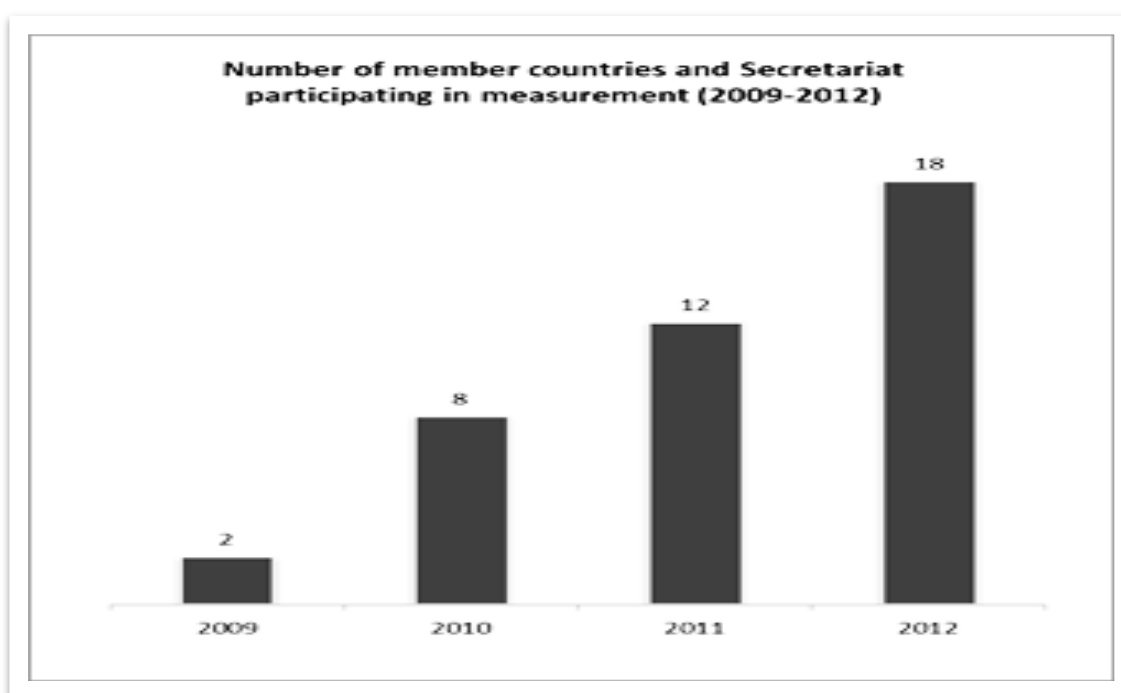


Figure 3: Countries participating in measurement of environmental impact

ActionAid has chosen to report on the indicators which have the greatest relevance to organization's international operations. These are eight core indicators EN1, EN2, EN3, EN4, EN16, EN17, EN26, and EN28, and four additional indicators EN5, EN6, EN7, EN18 and EN29. Out of these indicators, reports on EN16 and EN18 are in the main body of the report, but the rest are in the Annex 2.

EN16: Total direct and indirect greenhouse gas emissions by weight

All direct (scope 1) emissions were calculated following the Greenhouse Gas (GHGP) Protocol. Scope 1 emissions were calculated using factors from the GHGP calculators. Emissions from electricity (scope 2) were calculated using national average conversion factors for each country as reported by the International Energy Agency, *C02 Emissions*

GRI - Global Reporting Initiative

from Fuel Combustion 2011 except for The Gambia and Rwanda which were sourced from, Carbon Monitoring for Action, C02 Emissions per Region.

Data used to calculate greenhouse gas emissions is site specific except as follows:

- The IS is located in the same building as ActionAid UK in London. Separate utility data for the IS 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.

Table 4: Direct and indirect greenhouse gas emissions

Country	Emission Type	Aspect	Type	Emissions (MT CO2e)
International Secretariat	Indirect	Purchased electricity	Purchased	133.9
	Direct	Coolant	Fugitive	56.4
	Direct	Generation of electricity	Combustion	2.7
	Direct	Vehicle Fuel	Combustion	2.5
Australia	Direct	Vehicle Fuel	Combustion	2.4
	Indirect	Purchased Electricity	Purchased	60.0
Bangladesh	Direct	Vehicle Fuel	Combustion	44.5
	Direct	Generation of electricity	Combustion	20.6
	Indirect	Purchased Electricity	Purchased	96.3
China	Direct	Heating fuel	Combustion	0.4
	Indirect	Purchased Electricity	Purchased	11.1
Guatemala	Direct	Vehicle Fuel	Combustion	18.5
	Indirect	Purchased Electricity	Purchased	6.2
Haiti	Direct	Vehicle Fuel	Combustion	17.2
	Direct	Generation of electricity	Combustion	30.1
	Indirect	Purchased Electricity	Purchased	16.4
Ireland	Indirect	Purchased Electricity	Purchased	8.8
Italy	Direct	Heating Fuel	Combustion	18.8
	Indirect	Purchased Electricity	Purchased	40.7
	Direct	Coolant	Fugitive	27.0
Liberia	Direct	Vehicle Fuel	Combustion	71.1
	Direct	Generation of electricity	Combustion	1.9
	Indirect	Purchased Electricity	Purchased	9.6
	Direct	Coolant	Fugitive	21.3
Mozambique	Direct	Vehicle Fuel	Combustion	88.0
	Direct	Cooking fuel	Combustion	0.7
	Direct	Generation of electricity	Combustion	3.9
	Indirect	Purchased Electricity	Purchased	0.03
	Direct	Coolant	Fugitive	14.5
Myanmar	Direct	Vehicle Fuel	Combustion	10.8
	Indirect	Purchased Electricity	Purchased	4.1
Nepal	Direct	Vehicle Fuel	Combustion	42.1
	Direct	Cooking fuel	Combustion	6.4
	Direct	Generation of electricity	Combustion	18.8
	Indirect	Purchased Electricity	Purchased	0.02
Rwanda	Direct	Vehicle Fuel	Combustion	45.6
	Indirect	Purchased Electricity	Purchased	35.6
South Africa	Direct	Vehicle Fuel	Combustion	5.5
	Indirect	Purchased Electricity	Purchased	65.7
Tanzania	Direct	Vehicle Fuel	Combustion	108.1
	Direct	Generation of electricity	Combustion	7.5
	Indirect	Purchased Electricity	Purchased	12.5
The Gambia	Direct	Vehicle Fuel	Combustion	55.5
	Direct	Generation of electricity	Combustion	25.2
	Indirect	Purchased Electricity	Purchased	42.8
UK	Direct	Heating fuel	Combustion	10.4
	Indirect	Purchased Electricity	Purchased	154.6
	Direct	Coolant	Fugitive	5.3
Vietnam	Direct	Vehicle Fuel	Combustion	13.3
	Indirect	Purchased Electricity	Purchased	30.0
Total				1525.7

EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved

In this section ActionAid reports changes in emissions for units for which multiple years of data is available. The analysis of this data is summarised in three themes: reduction in emissions, member country initiatives and data quality. ActionAid shares 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 three years of data is available, are down 12% since 2010 and 4% on last year's reported figures. To ease planning and analysis, all emissions are placed into four categories: air travel, office energy, vehicle fuel and paper. The continuing decrease in emissions is primarily linked to reductions in air travel by the Johannesburg Secretariat office, Australia, The Gambia and Bangladesh. Bangladesh and The Gambia implemented changes in office operational policy for vehicle use that continue to reduce vehicle emissions and are linked to the observed decline since 2010.

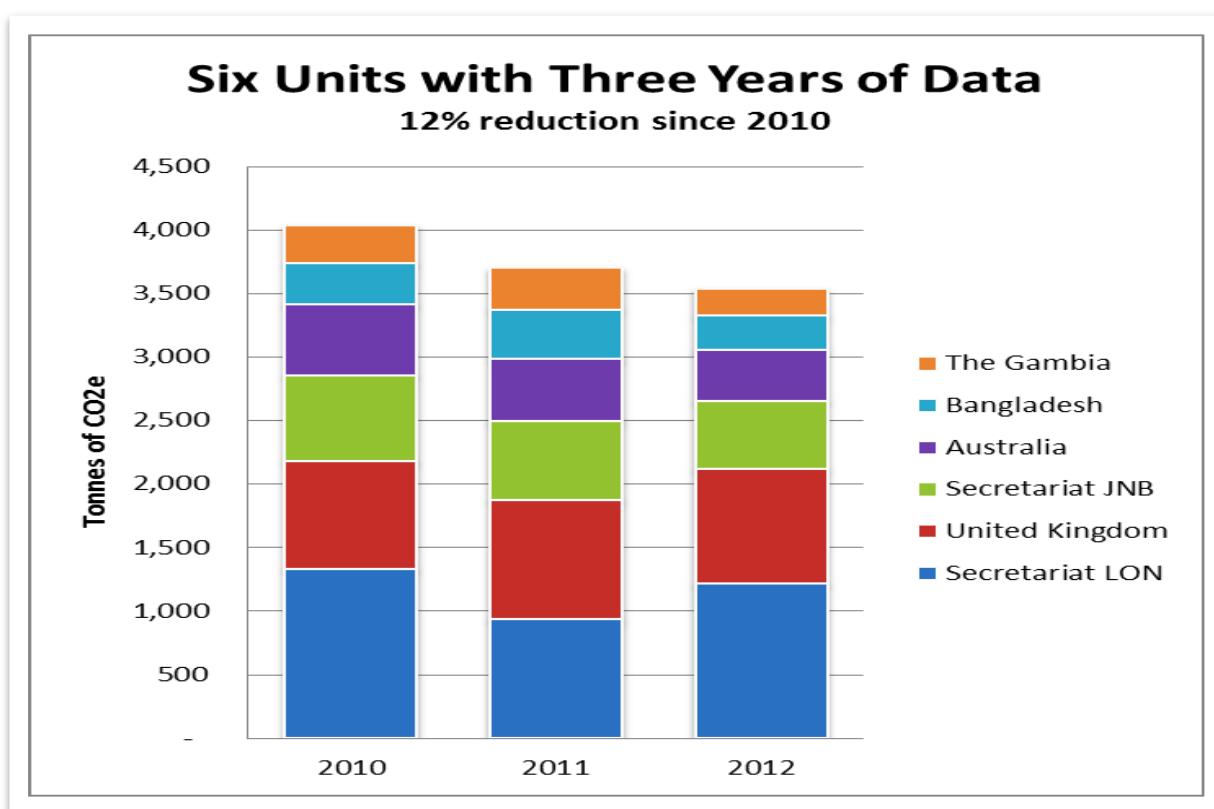


Figure 4: Reductions in emissions over last 3 years

After an initial reduction in air travel between 2010 and 2011, the IS office in London recorded a slight increase in emissions in 2012 compared to 2011 (although still a net decrease from 2010 figures). This is attributed to increased air travel by London Secretariat staff. The reasons behind the increased air travel by the London Secretariat office could not be established for 2012; however, a new travel tracking system was introduced in 2013 that will allow the analysis of reasons for travel and provide this information going forward.

Table 5: IS and country reductions in emissions 2010-2012

International Secretariat and Country Reduction in emissions (2010-2012)					% Change in Emission:	
Country	Operational Category	2010	2011	2012	2011-2012	2010-2012
AA International	Travel	1840.5	2422.5	2283.3	-139	443
AA The Gambia	Travel	109.8	193.2	77.1	-116	-33
AA Bangladesh	Travel	113.7	220.8	113.8	-107	0
AA Australia	Travel	471.0	402.8	322.0	-81	-149
AA Italy	Paper		223.8	146.8	-77	
AA Rwanda	Vehicles		121.7	44.7	-77	
AA UK	Paper	163.3	310.1	255.7	-54	92
AA Rwanda	Travel		55.1	28.1	-27	
AA The Gambia	Vehicles	124.7	76.0	55.5	-20	-69
AA Australia	Paper	16.6	29.3	12.4	-17	-4
AA International Secretariat	Vehicles		19.1	2.5	-17	
AA Bangladesh	Office	135.8	132.4	116.9	-15	-19
AA Italy	Travel		203.8	191.4	-12	
AA International Secretariat	Paper	29.8	13.4	5.4	-8	-24
AA The Gambia	Paper	6.8	2.1	0.5	-2	-6
AA UK	Office	210.9	170.9	170.4	0	-41
AA Australia	Vehicles	3.5	2.6	2.4	0	-1

The largest decreases in emissions in 2012 were associated with the reduction of air travel by the IS, The Gambia, Bangladesh and Australia. Change in vehicle use by ActionAid Rwanda and ActionAid Gambia in 2012 also resulted in emissions reduction. ActionAid Italy and ActionAid UK reported dramatic decreases in paper emissions over the 2012 reporting period. The decline in demand for paper-based marketing materials due to economic slowdown was described under EN3; given the similarities in operations and economic climate, it is likely that similar factors are influencing reductions in paper use in the UK. Australia and The Gambia show the most consistent reduction in air travel emissions since 2010.

Table 6: IS and country emissions (2010-2012)

International Secretariat and Country emissions (2010-2012)					% Change in Emissions	
Country	Operational Category	2010	2011	2012	2011-2012	2010-2012
AA Australia	Office	70.8	53.5	60.0	12%	-15%
	Paper	16.6	29.3	12.4	-58%	-25%
	Travel	471.0	402.8	322.0	-20%	-32%
	Vehicles	3.5	2.6	2.4	-6%	-30%
AA Bangladesh	Office	135.8	132.4	116.9	-12%	-14%
	Paper	16.0	2.2	3.4	53%	-79%
	Travel	113.7	220.8	113.8	-48%	0%
	Vehicles	54.2	35.6	44.5	25%	-18%
AA Italy	Office		93.1	94.6	2%	N/A
	Paper		223.8	146.8	-34%	N/A
	Travel		203.8	191.4	-6%	N/A
AA Rwanda	Office		0.4	36.5	8253%	N/A
	Paper		1.3	1.5	17%	N/A
	Travel		55.1	28.1	-49%	N/A
	Vehicles		121.7	44.7	-63%	N/A
AA International Secretariat	Office	140.4	187.3	193.0	3%	38%
	Paper	29.8	13.4	5.4	-60%	-82%
	Travel	1840.5	2422.5	2283.3	-6%	24%
	Vehicles		19.1	2.5	-87%	N/A
AA South Africa	Office	66.3		65.7	N/A	-1%
	Paper	2.8		1.6	N/A	-42%
	Travel	105.4		178.0	N/A	69%
	Vehicles	11.7		5.5	N/A	-53%
AA The Gambia	Office	56.6	54.7	67.9	24%	20%
	Paper	6.8	2.1	0.5	-77%	-93%
	Travel	109.8	193.2	77.1	-60%	-30%
	Vehicles	124.7	76.0	55.5	-27%	-56%
AA UK	Office	210.9	170.9	170.4	0%	-19%
	Paper	163.3	310.1	255.7	-18%	57%
	Travel	471.8	457.1	472.0	3%	0%

8 Social

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

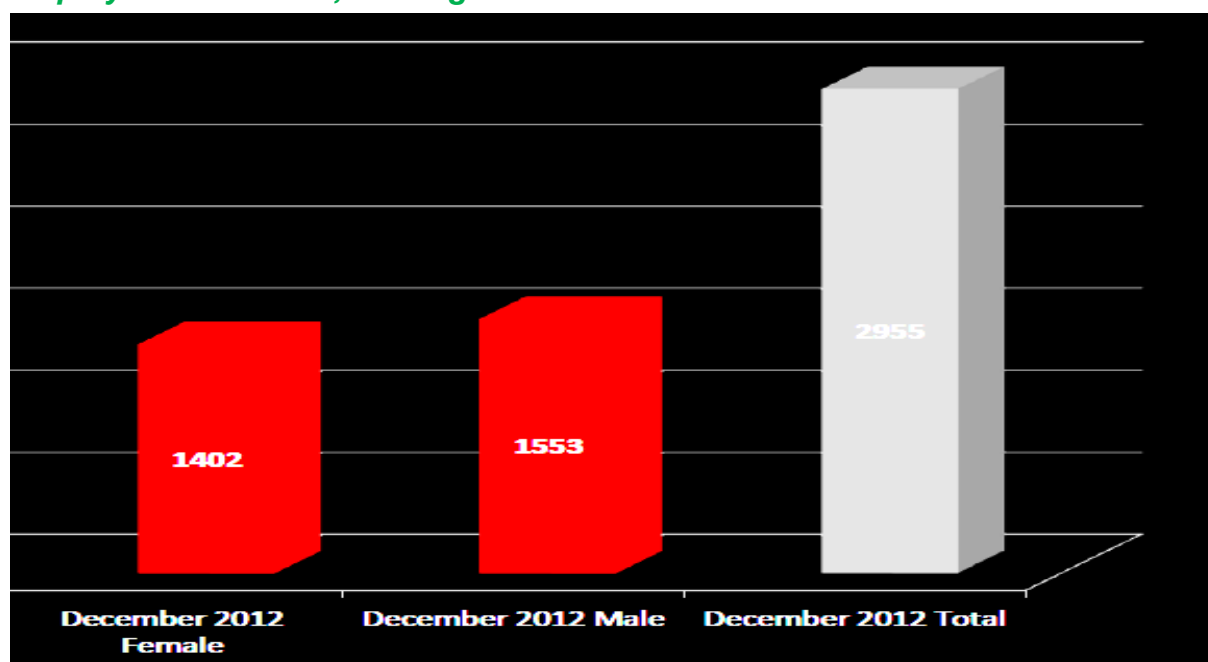


Figure 5: ActionAid Staff head count for 2012

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, ActionAid 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 also has a Whistle Blowing policy²⁰ 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 acts committed by ActionAid staff and those of partner organisations. Under this policy, any victimization of a whistle blower will be the subject of disciplinary procedure. Reports received from ex-employees are also considered for investigation.

In more general terms the following policies cover the range of feedback and complaints:

- ActionAid's Whistle Blowing Policy

²⁰ http://www.actionaid.org/sites/files/actionaid/aai_whistle_blowing_policy_01july2008.pdf

GRI - Global Reporting Initiative

- ActionAid's Disciplinary Policy and Procedures
- ActionAid's Grievance Policy and Procedure
- ActionAid's Bullying and Harassment in the workplace (currently for IS)
- ActionAid's Anti-sexual harassment policy

The IS Internal Audit unit maintains the whistle blowing register for the ActionAid federation, which outlines the subject of the whistleblowing incident, the action taken by ActionAid and final outcome of the investigation.

ActionAid has the People in Aid (PIA) - Quality Mark I accreditation for the federation (except ActionAid India and ActionAid Thailand), and plans are to qualify for the PIA – Quality Mark II accreditation by 2015. The accreditation ensures that we have good human resources practices and process in place to reduce incidents of complaints and grievances which are audited as a part of ActionAid's human resources audit for countries and the IS. Good result of audit is the prerequisite to qualify for the PIA QM – II accreditation.

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. Total number of staff in ActionAid in 2012 was 2955; total number of staff trained was 1734. ActionAid HR reporting matrix for training and development captures the number of staff trained across the federation and the total training cost, but not the number of training hours.

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

Performance reviews are reported on and tracked for all IS staff. In 2012, 93% of IS staff completed performance management reviews based upon 360 performance assessment dialogues. In addition, all directors of Country Programmes receive regular performance assessment from the IS Country Coordination Managers. Consolidated data on this indicator for the whole federation is not available at this moment in time.

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 Board consists of 6 men and 5 women (one of which is the Chair to the Board). Board members have a geographically diverse background: East Africa (2), Southern Africa (1), Latin America (1), Europe (4), South Asia (1), South East Asia (2).

At the time of writing this report, efforts are being made to improve accuracy of information about national Boards. The information requirement was included in the annual reporting format from member countries to the ActionAid IS in 2012. Among the ActionAid International's criteria for selection of assembly members, the following 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."

Table 7: National Board data by gender 2012

Country Name:	Number of MALE Board	Number of FEMALE Board	% Male	% Female
France	8	10	44%	56%
Bangladesh	5	5	50%	50%
Uganda	4	7	36%	64%
Denmark	6	7	46%	54%
Sierra Leone	3	8	27%	83%
Greece	2	5	29%	71%
Thailand	5	4	56%	44%
USA	5	5	50%	50%
UK	6	5	55%	45%
Kenya	6	6	50%	50%
Netherlands	3	4	43%	57%
Malawi	4	6	40%	60%
Brazil	3	5	38%	62%
Australia	5	4	56%	44%
Mozambique	3	8	27%	73%
Zambia	3	6	33%	67%
Nigeria	9	6	60%	40%
Italy	4	3	57%	43%
Ghana	6	7	46%	54%
Sweden	4	5	44%	56%
Guatemala	3	4	43%	57%
Tanzania	6	4	60%	40%
Ireland	3	3	50%	50%
Nepal	4	2	67%	33%
India	4	6	40%	60%
The Gambia	3	9	25%	75%
TOTAL	117	144		
%	45%	55%		

9 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 most significant impact on communities as described previously in this document. Before June 2012, we required an exit strategy of two years before leaving a community and increasingly put emphasis on a 'solidarity' phase following 'exit', during which we continued to provide support in cases of violations of rights.

A review of our exit strategy policy took place in 2010 and recommendations were made regarding the length of time ActionAid spends in communities. The GA in 2010 asked for further work to be done on this which is now underway. A revised policy was presented to the international Board and the GA in June 2012 for their approval and the motion was approved. Therefore, from June 2012 ActionAid has a federation wide Country Entry and Exit Policy, which we believe:

- Is necessary not only to guide decision making on country entry and exit but also supports the internationalisation objectives in strengthening the ActionAid federation.
- Links to and supports the implementation of the strategic expansion agenda in People's Action to End Poverty.

SCO3: Anti-corruption training

The ActionAid drafted an Anti-Corruption and Anti-Bribery policy in 2012. This policy was prepared for formal approval by the GA in 2013. This policy will be operationalized once it has been included in the Financial Management Framework. Training modules for staff on the anti-corruption and anti-bribery policy will be a part of the roll out process, which is planned for 2014.

10 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 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 part of the governance role of Senior Leadership Team in each

country, and the national Boards in each of the countries. ActionAid Internal Audit Unit checks on compliance to these when they do their audits every two years (with the support of the Fundraising and Communications Directorate).

11Annex 1 – ActionAid National Offices Globally

Country	Membership status	Address
Afghanistan	Country Programme	1117, 5 Qala-i-Fatullah street, Kabul, Afghanistan
Australia	Affiliate	69-71 Parramatta Road, Camperdown NSW 2050, Australia
Bangladesh	Associate	8, 136 Gulshan 1 Road, Dhaka 1212,Bangladesh
Brazil	Affiliate	Rua Morais e Vale, 111 / 5 andar Centro, Rio de Janeiro, RJ – CEP, 20021-260 Brasil
Burundi	Country Programme	Avenue de France, No. 703; P.O. Box 2170 Bujumbura, Burundi
Cambodia	Country Programme	69, 242 Sangkat Chaktomu Street, Khan Daun Penh, P.O.Box 66, Phnom Penh
China	Country Programme	Room 7M, Building 7 (south tower) Ju Long Garden, Dong Cheng District Beijing 100027, China
Congo (DRC)	Country programme	Avenue de la Corniche, Quartier les Volcans, no 37, Goma, DRC
Denmark	Affiliate	Fælledvej 12, 2200 Kbh N
Ethiopia	Country Programme	P.O. Box: 1261, Ethiopia
France	Associate	2B, rue Jules-Ferry – 93100 MONTREUIL Paris, France
Gambia	Associate	PMB 450, MDI Road, Kanifing
Ghana	Affiliate	13 La Tebu Street, East Cantonments, Accra – Ghana
Greece	Affiliate	52, Falirou str, 11741 Athens, Greece
Guatemala	Affiliate	25, Avenida 1-94 Zona 7, Colonia Altamira, Guatemala 01007
Haiti	Country Programme	6, Impasse Candelon, Delmas 48 Port-au-Prince, Haiti HT00
India	Affiliate	R-7, Hauz Khas Enclave, New Delhi - 110 049
Ireland	Affiliate	Unity Building, 16-17 Lower O'Connell Street, Dublin 1
Italy	Affiliate	Via Giuseppe Broggi, 19/A – Milan, Italy
Kenya	Affiliate	P.O. Box 42814-00100. Nairobi, Kenya
Lesotho	Country Programme	Dolphin House, Annex 1 Motsoene Road, Industrial Area, Maseru
Liberia	Country Programme	D-44 Oldest Congo Town Adjacent Winner's Chapel Church, Monrovia, Liberia
Malawi	Affiliate	Casa De Chez building, 2nd floor, City Centre, East Wing, P.O. Box 30735, Lilongwe 3
Mozambique	Associate	208 Rua Comandante João Belo Maputo – Moçambique

Myanmar	Country Programme	No. (1), Win Ga Bar Road, Shwe Gone Daing, Bahan Township, Yangon, Myanmar
Nepal	Associate	GPO Box 6257, Apsara Marga, Lazimpat, Kathmandu, Nepal
Netherlands	Affiliate	Postbus 10707, 1001 ES Amsterdam The Netherlands
Nicaragua	Country Programme	Casa otro Mundo, Bolonia, Óptica Nicaragüense, 1 c. arriba, 1 1/2 c. al Sur
Nigeria	Affiliate	Plot 590, Cadastral Zone, 2nd Floor NAIC Building Central Area, Garki, Abuja, Nigeria
Occupied Palestinian Territory	Country Programme	
Pakistan	Country Programme	House No: 8, Street No: 31 Sector: F-7/1, Islamabad, Pakistan
Rwanda	Country Programme	Remera, Kimironko Road, Avenue KG 402; Plot No: Next to CSS, RSSB
Senegal	Country Programme	BP: 45780 Dakar Fann; Liberte 6 Extension VDN X Route du Front de Terre Lot 2
Somaliland	Country Programme	DHL Hargeisa
South Africa	Country Programme	108 Fox Street, Metropolitan Building, 8th Floor, Johannesburg, 2000, South Africa
Sierra Leone	Affiliate	36A Freetown Rd, Lumley, Freetown
Sweden	Affiliate	Roddargatan 15, 116 20 Stockholm Sweden
Tanzania	Affiliate	Plot No. 115 Ngorongoro Street, Mikocheni B Area, P.O. Box 21496, Dar es Salam, Tanzania
Thailand	Affiliate	60/1, Monririn Building Tower A 2nd Floor, Unit A201, Soi Phaholyothin 8 (Sailom), Phaholyothin Rd., Samsennai, Phyathai, Bangkok 10400, Thailand
Uganda	Affiliate	Plot 2514/2515, Gaba Road, Kansanga, P.O. Box 676, Kampala, Uganda
UK	Affiliate	33-39 Bowling Green Lane, London EC1R 0BJ, UK
USA	Affiliate	1420 K Street NW Suite 900 Washington, DC 20005
Vietnam	Country Programme	2nd Floor, HEAC Building, 14-16 Ham Long Street, Hoan Kiem District, Hanoi, Vietnam
Zambia	Associate	5011 Los Angeles Boulevard Longacres, Box 35788 Lusaka, Zambia
Zimbabwe	Country Programme	16 York Avenue, Newlands Harare, Zimbabwe

12 Annex 2: Environmental – additional indicators

EN1: Materials used by weight or volume

At present, ActionAid measures the material use of paper and fuel (fuel is listed below in EN3). We measure paper use because members of the federation that raise funds through direct supporter marketing use a significant amount of paper, and it is central to our business model. In addition, paper is purchased by all units of the organisation and therefore is a useful focus for fostering resource conservation efforts. Total paper use across the 18 reporting units was 236 tons. Figure 2.1 compares 2011 use to 2012 among the units for which we have two years of data. The 2012 figure reflects a 30% reduction in paper use. While some of this reduction may be a result of intentional paper reduction efforts, another factor to consider is the reduced demand for paper-based marketing materials in fund-raising countries due to economic slowdown. The positive relationship between fund-raising and paper use means that when these markets improve, we expect to see an increase in our paper consumption.

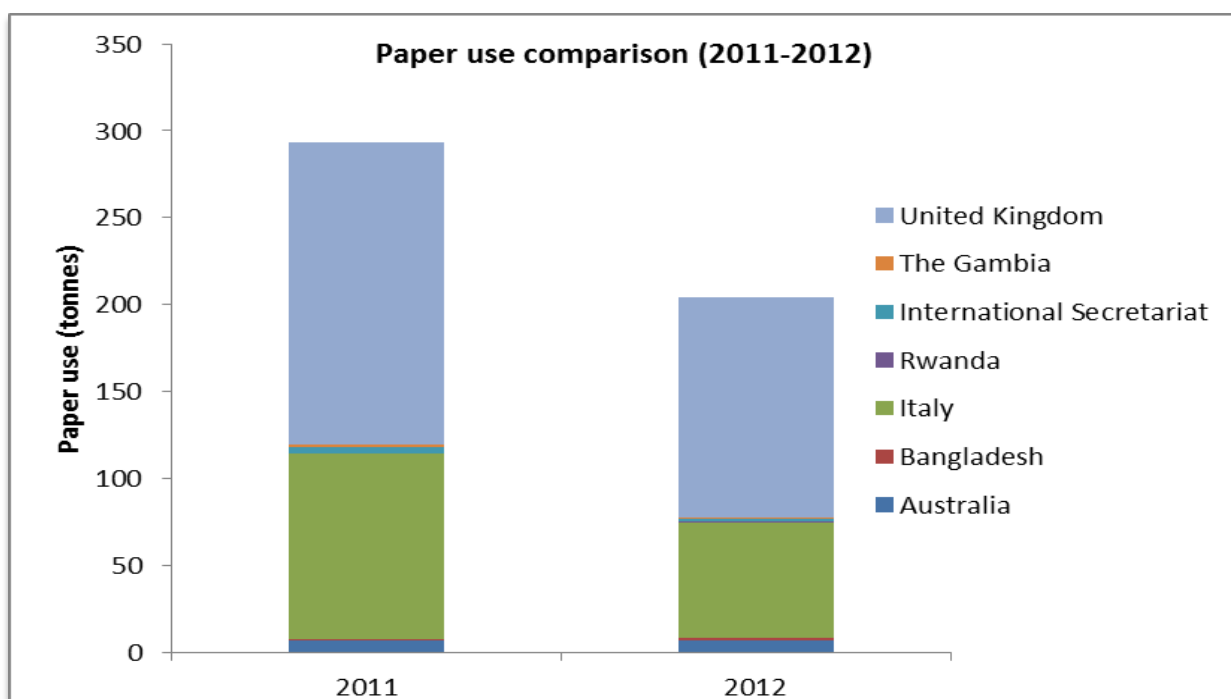


Figure 2.1: Paper use comparison (by weight) of the 11 reporting units in 2011; paper use by these units in 2012 was 30% less than in 2011.

EN2: Percentage of materials used that are recycled input materials

Across reporting units, 88% (by weight) of the paper used 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.

Table 2.1: % of recycled component

Country	Paper Use and Recycled Content										
	Office 0%	Office 10%	Office 30%	Office 50%	Office 75%	Office 100%	Printed 0%	Printed 30%	Printed 75%	Printed 100%	Total (kg)
Australia						524				6 336	6 859
Bangladesh	45	1 200									1 245
China						926					926
Guatemala	3 892										3 892
Haiti	973						16				989
Ireland						34					34
Italy	1 415					724	26 574			37 980	66 693
Liberia		14									14
Mozambique	1 268										1 268
Myanmar	5 790			734							6 523
Nepal	708										708
Rwanda	528						12				540
International Secretariat	1 204	288			504	93					2 089
South Africa			315					335			650
Tanzania						1 810				623	2 433
The Gambia						283					283
Uganda	10 420	480				240				40	11 180
UK	3 319					638	1 289		3 615	118 377	127 238
Vietnam	636						1 430				2 066
Total	30 197	1 982	315	734	504	5 271	29 321	335	3 615	163 356	235 630

EN3: Direct energy consumption by primary energy source

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

Table 2.2: Direct energy consumption

2012 Reporting Units Scope 1 Energy Consumption		
Country	Aspect	Energy content (Gigajoules)
Australia	Petrol/ Gasoline/ Octane	35.3
Bangladesh	CNG/ Natural Gas	15.9
	Diesel	280.7
	Petrol/ Gasoline/ Octane	628.6
China	Natural gas	6.8
Guatemala	Petrol/ Gasoline/ Octane	268.6
Haiti	Diesel	635.1
Italy	Natural gas	390.4
Liberia	Diesel	2654.6
Mozambique	Diesel	1098.6
Myanmar	Diesel	49.1
	Petrol/ Gasoline/ Octane	103.4
Nepal	Diesel	715.3
	LNG/ Propane	112.8
	Petrol/ Gasoline/ Octane	113.1
Rwanda	Diesel	611.1
Secretariat Nairobi	Diesel	36.0
	Petrol/ Gasoline/ Octane	36.1
South Africa	Petrol (Gasoline)	79.2
Tanzania	Diesel	1517.7
	Petrol/ Gasoline/ Octane	41.4
The Gambia	Diesel	995.2
	Petrol	95.2
UK	Natural gas	184.2
Vietnam	Diesel	70.9
	Petrol/ Gasoline/ Octane	116.9

EN4: Indirect energy consumption by primary source

Table 2.38: Indirect energy consumption

Table 2.3 presents specific measurements for indirect energy consumption. In all cases thus far, electricity is the sole indirect source we consume.

2012 Reporting Unit Scope 2 Energy Consumption	
Country	Gigajoules
Australia	256.7
Bangladesh	584.9
China	52.2
Guatemala	77.4
Haiti	109.9
Ireland	69.0
Italy	404.5
Liberia	55.4
Mozambique	107.0
Myanmar	55.9
Nepal	84.7
Rwanda	462.5
International Secretariat	869.1
South Africa	255.2
Tanzania	137.3
The Gambia	213.5
UK	1218.0
Vietnam	249.7
Total	5262.7

Table 9 Indirect Greenhouse gas emissions

Country	Aspect	Emissions (MT CO2e)
Australia	Paper	12.4
	Travel	322.0
Australia Total		334.4
Bangladesh	Paper	3.4
	Travel	113.8
Bangladesh Total		117.2
China	Paper	1.6
	Travel	48.1
China Total		49.7
Guatemala	Paper	10.9
	Travel	80.8
Guatemala Total		91.7
Haiti	Paper	2.8
	Travel	37.5
Haiti Total		40.3
Ireland	Paper	0.1
	Travel	45.1
Ireland Total		45.1
Italy	Paper	146.8
	Travel	191.4
Italy Total		338.2
Liberia	Paper	0.0
	Travel	55.6
Liberia Total		55.6
Mozambique	Paper	3.6
	Travel	107.3
Mozambique Total		110.8
Myanmar	Paper	17.9
	Travel	103.9
Myanmar Total		121.8
Nepal	Paper	2.0
	Travel	108.4
Nepal Total		110.4
Rwanda	Paper	1.5
	Travel	28.1
Rwanda Total		29.6
International Secretariat	Paper	5.4
	Travel	2283.3
International Secretariat Total		2288.7
South Africa	Paper	1.6
	Travel	178.0
South Africa Total		179.7
Tanzania	Paper	4.4
	Travel	75.2
Tanzania Total		79.7
The Gambia	Paper	0.5
	Travel	77.1
The Gambia Total		77.6
UK	Paper	255.7
	Travel	0.2
UK Total		256.0
Vietnam	Paper	5.8
	Travel	73.6
Vietnam Total		79.4
Scope 3 emissions total (MT CO2e)		4405.9

EN17: Other relevant indirect greenhouse

gas emissions by weight

ActionAid calculates emissions associated with paper use and air travel paid for by ActionAid. Paper includes office papers (printer/copier/ 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 office, 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 radiative forcing factor of 2.0 was applied to emissions results per the recommendations of *Carbon Offsetting & Air Travel Part 2: Non-CO2 Emissions Calculations*²¹.

Individual member country initiatives

ActionAid member countries have been developing a wide range of mitigation measures. These are listed in the table below.

²¹ Anja Kollmuss and Allison Myers Crimmins. Stockholm Environment Institute. June 2009

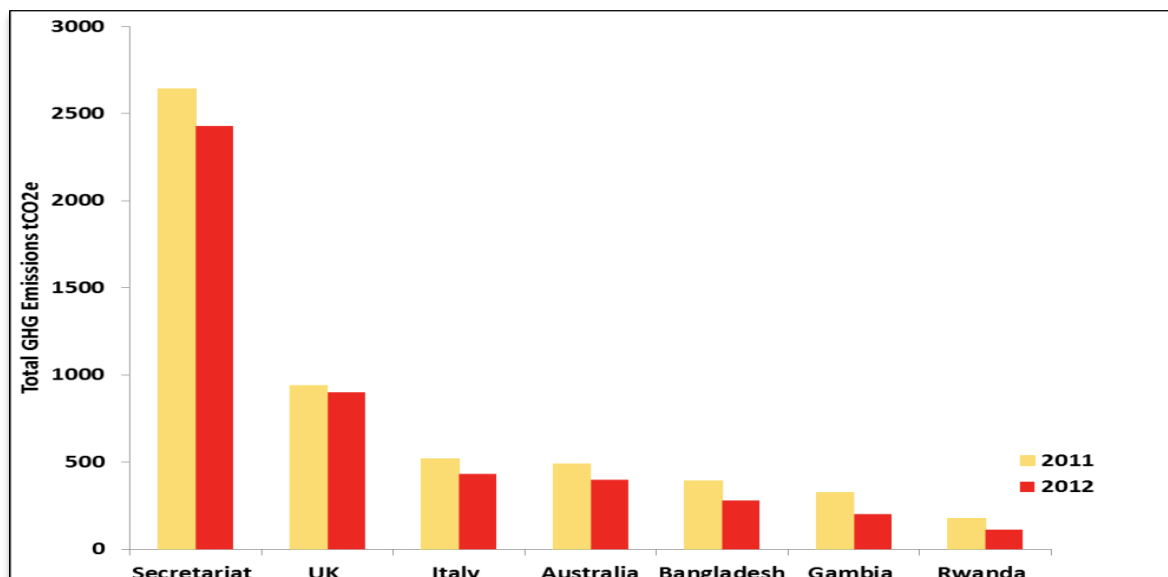
Table 2.5: Country specific carbon reduction initiatives

Country	Carbon emissions reduction initiatives
Guatemala	<ul style="list-style-type: none"> Active staff engagement: All staff at ACTIONAIDG has said yes to Green Action (the ActionAid emissions reduction initiative) Staff agreed to spend less energy in the office and in the kitchen, domestic air travel in the country will be minimized; preferential use of office vehicle for short domestic trips in Guatemala and trips to neighbouring countries. Encourage paperless working in the office thereby reducing paper use internally. Continue work with counterparts in Local Rights programs: agro-ecology projects, reforestation, organic fertilizers and soil care
Haiti	<ul style="list-style-type: none"> Installed a code on each printer to authorize printing Merged missions in the field to save on fuel AC is only used when necessary
Italy	<ul style="list-style-type: none"> Identified 3 different certifications for paper recycled in line with environmental sustainability criteria Procurement: internal buyers require paper products to be 100% recycled paper certified Sent a communication to all vendors illustrating our commitment (mid-December) Partial replacement of white paper with 100% recycled paper label (end of the year) Reduction printers from 9 to 7 and set all printers in two sides for pages and front/back mode Installed and operating (end of the year) video conferencing facility, started training in order to encourage correct use and thereby reducing travel, in particular Milan-Rome. Setting up a communication and awareness raising strategy and actions to target our staff (HIVE page, small reference group, questionnaires, and updates). Targeting the reduction of the use of energy and piloted the use of recycled items (e.g. paper) or items coming from renewable sources. Eliminated 1 distributor of refrigerated plastic bottles Installed 1 distributor of filtered water and distribution to all staff of a flask branded ACTIONAID Definition of annual indicators and data collections: created baseline and monitoring system
Liberia	<ul style="list-style-type: none"> Organized a 2 hours lecture series on topics such as: "Green champion as defined from ACTIONAID perspective", "Historical study of the ozone layer", "Why go green in the work place?", "The benefits of going green"
Mozambique	<ul style="list-style-type: none"> Electricity saving Reduced use of office air-conditioning Equipment set to energy saving eco mode Single-side printed paper is reused for office printing Reducing paper use- set quotas for quantity that can be printed Encourage use of ICT- VoIP for meetings rather than face to face which require travel
Myanmar	<ul style="list-style-type: none"> Encourage the use of double-sided printing for internal use documents Administrative person noticed to turn off the light tubes, air conditioners after leaving the room. Green Champions emailed to all staff members and advocates other green activities of other ACTIONAID programmes. Our youth and other activists did 4- times bicycle riding campaigns and raised community awareness, planted trees with environmental activist youth network.

Country	Carbon emissions reduction initiatives
Nepal	<ul style="list-style-type: none">• Format developed to record air travel• Basic orientation given to 17 administrative support staff (including administration officer, transport officer, office assistants, drivers, gardeners, office helpers etc.) from the Country Office considering their potential role in our green initiatives.
Rwanda	<ul style="list-style-type: none">• Skype calls to reduce travel• Reduced travel through synchronizing field trips requiring the use of vehicles• Switch off of the lights when not needed
International Secretariat	<ul style="list-style-type: none">• Only print when necessary and always use the empty side of used paper for printing and photocopying. Paper is ordered 3 times a year• Double-sided printing is now requirement, all staff informed• Turn off all lighting (electricity) for one hour inside our office when we have lunch outside everyday• Staff encouraged to use Skype and phone to attend some meetings in order to reduce travel• Staff are encourage to recycle printing paper
UK	<ul style="list-style-type: none">• Reduced use of office air conditioning: using the 'fan' setting on the air-conditioning system during the summer period, rather than the 'cooling' setting• 12 physical servers (IT) were phased out and removed in the past 12 months by migrating to a virtual machine (VM) environment; ca.• 120 desktop computers were changed to more efficient models in 2012.
Vietnam	<ul style="list-style-type: none">• Is using public transportation to travel to the field, instead of long leased or office-owned vehicles• Chooses auto duplex printer to replace the worn-out models• Sets the temperature of air-con from 26oC up, turning off light, air-con, hot-cold water dispenser during night time or when they are not used for long• Integrates guide on office greening practice into Admin policy, IT policy• Minimizes the use of paper by using both side printing or re-using the paper where possible• Is saving electricity consumption by rearranging the office to maximise the usage of office space• Turns off electrical equipment after working hours• Increases the use of Skype for meetings rather than travel

Data quality remains a concern, particularly from first-time reporting units where data collection systems and practices are new. ActionAid has put in place capacity building and rigorous data collection methods to support staff in reporting units to collect and monitor their operational emissions. A standard data collection tool is used and the data goes through a quality checking process to ensure consistency in data and data collection methods

Figure 2.2: Comparison of total emissions 2011-2012



EN26: Initiatives to mitigate environmental impacts of products and services

ActionAid recognises that integrating environmentally beneficial practices into programmes may have a significant and measureable benefit and have been exploring sample projects that help us illustrate potential environmental benefits of programmes, however at this time, environmental considerations are not explicitly part of our programme design and management.

In 2012, we were able to measure the implementation of bio-fertilizer (compost) in a community in Vietnam. We estimated that the shift from industrial fertilizer to bio fertilizer had a total mitigation effect of -194 tCO₂e. (-134 tCO₂e avoided by not purchasing industrial fertilizer and a further -54 tCO₂e reduced by the aerobic composting of organic materials.

This reduction from only one community was notable, particularly when compared to ActionAidVietnam's operational carbon emissions which were 122.7 tCO₂e.

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

The IS has not been fined or sanctioned, nor have we received any reports of member countries being fined or sanctioned for non-compliance with environmental laws and regulations in 2012.