

Right to Just and Democratic Governance

PLAN AND BUDGET FOR 2007

1. Background

a. Planning Process for Governance Theme

For the overall planning and strategizing of our work on governance, the following steps were undertaken

1. Consultation with the IPD team and face to face strategizing and planning meeting in June 2006.
2. Constitution of the International Governance Working Group and Meeting of the Working Group, in July 2006
3. Planning Discussions on inter-thematic and Policy at the Theme Heads meeting
4. Planning Meeting of the Operational Team and ID Governance
5. Feedback from Regional Coordinators (lead persons) – Africa, Asia, Americas and Europe and the country leads on governance, and feedback on plans

The meeting with the IPD team helped us to prioritise our plans for raising resources in 2007-8 from the Partnership perspective. During the meeting concrete proposal ideas were developed. The working group meeting (with representatives from across the regions, functions and themes) was a key event, initiating a process of prioritisation of activities and actions and the responsibility centres for the same. With advice from the working group, the overall strategic plan was fine-tuned with respect to deliverables for 2007 and outcomes developed. Later at the inter-thematic workshop at Johannesburg in early August, the inter-thematic areas of work and its implications on the plans were worked out. The theme guidance note was circulated to the countries, and to the respective governance leads. The Governance Coordinators met in end August to develop the draft plans and budgets. For the Americas region inputs and Americas plans has been prepared by the Americas Policy Coordinator, who also shares the governance lead in the region. For Europe the European team led by Brussels and Greece provided inputs

The draft plans have been shared with the country leads for their feedback. The feedback of ID governance has been factored in the plan and budget.

b. External Context Affecting Plan and Budget

Over the last few years, with the trend which seems to intensify each passing year, we are all witnessing a world where there is increasing

Deficits in democracy

Intensification of violent conflicts and lack of accountability on part of governance

Rise of fundamentalist and exclusive politics

Privatization of public goods

Deficits of ethical leadership in public sphere and civil society

"Wars on terror' and increasing racial and religious profiling further alienate and victimize Islamic communities and people

These trends present to us huge challenges to counter, build and demonstrate alternative and support peoples struggles in reclaiming spaces and power.

It is within the context of this urgency, that despite our limited capacity and resources, we will be intensifying our efforts to build and promote greater solidarity among peoples formations engaged on rights and justice in the south, support knowledge based mobilisation and public action. This thinking, and feedback from social movements, NGOs and country programmes is reflected in and informs the Just and Democratic Governance Plan for 2007.

One of our key actions accordingly is to contribute to strengthen economic and political discourse at the local and global levels to challenge the rise of neoconservative political process, the neoliberal economic process and reactionary fundamentalist politics and exclusivist trends. To make this happen, along with our actions on the ground, we will promote strategic networking with Civil Society networks and peoples platforms such as Social Watch, International Development Economists networks, Women's Rights Networks and forums, debt forums and Jubilee South, Peasants and Landless coalitions, Rights and Justice networks and Academic Institutions. The idea of playing a strategic role to synergise and bring together such actors committed to just and democratic governance should be a key long term goal, on which we will take our first steps in 2007. These will include building alliances, identifying specific research and action agendas, and working with stakeholders within and outside to organization to make this happen.

c. Internal Context of Plan and Budget

Governance Theme has been attempting to build the foundations of its actions- whether it is promoting peoples action or analytical policy work with the poor and excluded peoples organizations, civil society organizations including our partners. Our conscious effort is to locate the work in the reality of local and national contexts and build our actions embedded in these. With the full team in place now, we plan to strengthen just and democratic governance engagement with countries.

Mapping of governance work (in the context of the work done by Partners) and externally on the general governance context, jointly developing framework for actions on governance work in country with the CPs, and strongly locating the country priorities and linkages from local to national to international , alongside the international part of the thematic work, will enable the governance thematic work to emerge as strongly rooted and collectively led initiative across the organization.

In line with our reflection over 2005/6 we will also strengthen the agenda based partnerships with regional/international networks and platforms, research organizations and peoples organizations in 2007.

2. Work Plan against Objectives

a. Objectives for 2007:

The overall objective and work plan reflects the diversity of contexts and challenges in the regions. It is also reflective of the diversity of our actions, which we will collectively undertake, in an effort to put the best use of our collective knowledge, and energy. Thus, specific clusters of action will be led from different regions. Accordingly, the Objectives are listed in two categories. For the main

objective and activities the governance team will play pro-active role and for the “other objectives” (listed below) the team will be playing a facilitative and supportive role either in facilitating the initiatives with larger teams or in supporting other thematic/policy and regional teams for their initiatives.

The major/key objectives of our work in 2007 are as follows

- (i) Supporting and building perspective of the governance team within ActionAid as one of the best teams in terms of passion, objectivity, team spirit, support capacity and political ideology. We envisage that the team (internationally) will play an effective support role for the Country Programme needs, and nationally for supporting CSO and peoples processes. As an international team, the governance theme will like to see itself as an informed, gender-sensitive, community/micro-linked and credible actor internationally
- (ii) Investing in supporting key social/people’s movements in terms of building South-South solidarity as well as building learning processes and perspectives on methodology, research and support. The overall objective for this support is to build stronger South-South partnerships among peoples’ movements on challenging neoliberal economic globalization, as well as developing alternatives for action.
- (iii) Making Economic Literacy and Budget Accountability in Governance as the key process, platform and methodology-toolkit for people’s monitoring processes of the states intervention on development and welfare with the effect of increasing the accountability and transparency of the state, institutions and processes. This process will bring poor and excluded populations fundamental rights to the center of the public agenda and society debates, raising awareness on the causes, effects and challenges to the fight against poverty and inequalities in the region, facilitating channels of interaction between actors and contributing to come out with alternatives for the overcoming of the current scenario. Building pilots of state of state report and citizens monitoring of states across the regions.
- (iv) Building our understanding on pro poor transitional justice processes, as well as our strategic engagement with such processes in post conflict states- to begin with in five countries across Africa and Asia, including building our Understanding and response to the War on Terror. We will be working with support from the Conflict and Emergencies team
- (v) Supporting processes for greater accountability and transparency among the civil society organizations in Asia and in the Americas and Africa.

The other objectives of governance themes work in 2007 are below. Here we will play a supportive and facilitative role to attain these goals

- (vi) Continuing the best practices in supporting, involving in , leading the policy influence processes through our interactions with parliamentarians, political parties, regional and international forums, etc. Over 2007, and focused from our Africa region we will like to develop clear and informed agendas for engagement with sub regional and regional formations. In the Americas for instance, the Initiative for Integration of Regional Infrastructure in South America (IIRSA) poses greatest challenges to environmental sustainability and social justice in the region. Here the process will be to encourage networking between social movements, NGOs and other civil society organizations involved in the monitoring of this integration proposal, especially trough the working group on regional integration (GT Integração). We will encourage advocacy actions to

make IIRSA more accountable to citizens and foster debates on alternative integration proposals. Additionally, we will support the development of a case study to analyze concrete impacts of one specific IIRSA project, stimulating local actors from different countries to claim for their rights and increase their participation in the integration initiative proposal. The goal is to contribute to deepening accountability and democratization.

- (vii) Working alongside the Women's Rights team, in ensuring that the processes of promoting participation, accountability and democratization for achieving social justice and rights are developed, implemented and monitored from a women's rights perspective. For instance, in developing Cycle of debates "Dialogue on Poverty and Inequalities", it is expected to deepen our commitment to women's rights and gender equity, through the promotion of a dialogue between descendent rural women of Haiti and Brazil including the feminization of poverty as one of the dimensions of poverty & inequalities process to be addressed in the cycle of debates.
- (viii) Working with Regions, in reclaiming the "Good governance" discourse in favor of rights of poor and excluded people and promoting accountability for governance, accountability and poverty commitments. This in clear response to attempts by IFIs and Institutions such as the EU to impose its own top-down definition of governance and criteria, questionable tools for monitoring implementation, and financing mechanisms based on rewards and sanctions, which will limit policy space for partner countries as well as space for meaningful debate.
- (ix) Working with policy directorate in developing a common position on debt and corruption
- (x) Working with the IFI team to strengthen the perspectives, position and engagement on IFI governance issues

b) Planned Activities

i) Description of Key Activity Clusters – Major Activities and Time Commitments

These activities form the core of our actions. Of these activities the work around Transitional Justice and Rights will be led from Africa and based largely in that region. The work on CSO accountability and governance- promoting accountability through partnerships with media and CSOs will be led by Asia and located here. Likewise the cluster of work on Aid and accountability particularly around EC and WB will be lead by the Europe region. For the other work on social movements, economic literacy we will work together with Americas and other regions.

1. Mapping of Governance Work in Country and Regionally

In the last quarter of 2006, with use of a preliminary questionnaire, conversations and country visits, a first cut mapping of governance work will be carried out in all countries where we work. This will be used towards building a first cut analysis of our own engagement with just and democratic governance work in country, as well as mapping of skills and capacities

For 2007, the plan is to follow-up (in 10 selected countries across the regions) with detailed mapping of governance work locally and nationally- of the actors, institutions and processes with an idea of building learning and linkages with our own work. Intensive mapping is expected to provide us with shared learning opportunities too, and deepen our engagement with different stakeholders. The design

of such an enterprise will be built in conversation with partners and our CP teams in early 2007, and finalized at the regional governance meetings.

Apart from Mapping, another key action will be to support country programmes teams to develop “framework” for supporting just and democratic governance work. Need based support will be provided to country programmes in perspective development and augmentation of capacity. These will include inputs into the country LDPs and regional LDPs and HR/OD plans. In specific support will also be provided to the LDPs in regions – Africa LDP, and Africa Conflict Training on Human Rights Based Approach.

2. Economic Justice and Budget Accountability for Governance (ELBAG)

Key elements of the ELBAG work in 2007 will be on supporting the processes of community level economic literacy and community level monitoring mechanisms in local governance. These elements will constitute the bottom up (micro-macro) linkage of issues, concerns, voices and monitoring reports for national level policy making and planning.

The key activities on ELBAG for 2007 will be:

1. Development of economic literacy modules and budget manuals for facilitator/community capacity building and knowledge democratization (both for communities and community trainers) in 12-15 countries.
2. Facilitation support for partner and community level trainings in 15 countries in Asia, Americas and Africa
3. Support to CP and partners teams for processes of building the village level community groups/circles doing sustained monitoring of welfare schemes and service delivery and participatory planning and budgeting
4. Building the micro-macro linkages by promoting and supporting networks from the lowest form of the local governance to the provincial and National.
5. Supporting and promoting national level networks and alliances for a sustained budget engagement/advocacy at all stages of budget making
6. Building resources/ resource centers sub regionally for sustained and pro-poor budget analysis(either budget analysis centers/university chairs/group of progressive economists or budget experts
7. RTI engagement/support/solidarity in key countries depending on the stages of its evolution
8. Building it linkages of economic justice work locally and nationally with people’s organizations and social movements and building up the work on economic justice as the key link on South-South solidarity nurturing.

Internationally, the focus will be on developing partnerships and alliances with the strategic actors and networks. Partnerships and common working developed with networks and organizations such as the International Development Economists Association (IDEAS) and International Budget Project (IBP), as well as key regional groups and networks on economic justice will be nurtured and strengthened. These partnerships with abovementioned organizations and NGOs, Social movements and Unions will be within the framework of building platforms to resist and propose alternatives to economic globalization and liberalization models being promoted currently, and informed by evidence and research from community and national level upwards generated through our peoples planning and policy review processes.

The second focus of action on ELBAG, internationally, will be on developing perspectives, materiel and capacity. Communication materiel, toolkits, manuals etc will be developed in an interactive manner, with to support local/national needs and located within the national governance and sub-

regional contexts. Capacity development programme will be supported at different levels – with platforms nationally and regionally, through identification of key programme trainers/ mentors and learning opportunities. The third key focus internationally will be to act as a facilitator for shared learning and action. The fourth key element of international action will be on resourcing ELBAG work. The Brussels office will dedicate time in 2007 to understanding and influencing the opportunities for civil society organisations in the South to receive EU funding for develop and deliver ELBAG processes.

As there has been excellent work done by ActionAid and its partners all over the world on *Reflect* the platform for nurturing and promoting ELBAG could be done through the already available and viable networks of *Reflect*.

There are possibilities of linking up with the work promoted by the ActionAid Education team on establishment of the SMCs and PTAs. Particularly, these local institutions could be holding the schools/education ministries accountable in implementing their promises on education for all.

Similarly the ELBAG work would gain from and contribute to the ongoing HIV AIDs thematic focus on budget analysis.

3. Investing in working with an learning from Social Movements and promoting South-South Solidarity

Resisting economic globalization's impact on poor and excluded needs a greater convergence in thoughts and in actions- within the struggles in the south and with NGOs and Trade Unions, not just in terms of coming together at platforms and as alliances, but more importantly, working together with the communities across South - in building up the questions, knowledge and strategies and actions. Building people and processes to question, challenge, respond and develop alternatives requires us to sharpen our processes of coming together across regions and countries and capacities at thinking critically, while acting both locally and globally. It means working with and developing cadres of leaders across provinces, regions, countries and internationally who are engaged in this task together. One of our priorities in 2007 will be to contributing to building South-South relations based on the involvement of networks, social movements and intellectuals. Such an involvement and contribution will be aimed at strengthening the Civil Society processes and empowerment and specifically in turn making structure and processes of governance work accountably to the concerns of poor and excluded people.

In this context, while the process will be initiated in the year 2006 through the processes of Youth forum in Africa and Africa – Asia Solidarity Forum in November 2006, in the year 2007 a key focus of our international action will be on developing and supporting wider south-south solidarity processes. Starting WSF Nairobi, a process to promote south-south solidarity on Alternative Grass-root Actions” with peoples struggles social movements and unions from across Africa, Americas and Asia come together to build stronger platforms and actions will be facilitated. In Americas for instance we will foster social movements’ dialogue and alternative building through “People’s Dialogue” process. Specific agendas of peoples struggles will be supported to strengthen common action. For instance in the Amazon countries,) The oil and gas exploitation have been causing deep social and environmental impacts, contributing to restrict the access to natural resources and to increase poverty, especially in indigenous communities. In 2007, as part of Pan-Amazon sub regional initiative, the effort will be to support the strengthening of pro-MAIPPA articulation, which gathers indigenous organizations, small peasants groups and NGOs involved in the resistance against oil industry impacts.

1. Mapping of learnings of Social Movements: As one of the key studies across regions, countries in three regions pull together, perhaps in partnership with some universities, the key challenges

and learnings from the work of social movements in 6-8 selected countries, with a perspective of building CSO (including our own) understanding of social movements as well as bridges of work with SMs

2. Fellowship Support to Social Movements and leaders of mass based organizations. This is a small core support, provided on a need based basis to leadership of mass based organizations, to take their agendas forward, without projectising the support. Asia has embarked on this support as a pilot. This pilot could be adopted with due learning in the other regions over 2007
3. Leader Trainer Programme, Identified leaders/second line from mass based organizations with some of our own colleagues together in a learner centered process - colleagues who could come together with the responsibility of taking this process forward as groups within the country, and collaboratively internationally.. Governance theme has explored this with Harvard University which could serve as one location to take this process forward. Alternatively a university in South (such as JNU, New Delhi) is also a possibility to locate this phased process over 2007.

Another possibility would be to develop the training programme at Florestan Fernandes School in Brazil. This is the landless people's movement school (MST), where capacity building programmes were developed to prepare the activists and leaders of MST. This alternative would allow the association between academic knowledge and social movements' concrete experience through visits/exchanges to MST and other social movements.

The Final design of programme will be based on draft concept papers to expand what we mean by leadership formation and to assess more realistically what AAI's role is in the formation of a critical mass of critical thinkers and doers.

At the national level the thematic group will provide support to actions of our partners on the ground – through research and support to people's action. In all processes of selecting, partnering and supporting the strategic social movements, our key partners in thematic interventions will also be considered – teachers' unions, trade unions, people's movements, etc.

4. Peoples Monitoring of State

ActionAid International's governance theme is responsible for developing a flagship product to be launched in 2008 that will draw together country level participatory research of the state of governance into a 'state of the state' report.

It is envisaged that this will be a bottom up process, where basic peoples processes of monitoring the institutions, instruments and programmes of governance will be collated in a series of processes to construct peoples report cards on governance, development, rights and justice. While the specific indicators for peoples reporting on state will need to be evolved, the state of the state report itself aims to promote accountable governance in relation to rights and social development and to facilitate, support and strengthen regular monitoring of development policy promises (such as the MDGs, national development goals), welfare service provisioning, and institutions of governance from the perspective of human rights, social justice, delivery of services, and human development.

In 2006, the governance theme is in the process of developing a common methodology that will enable us to gather comparable information which is useful from peoples and advocacy points of view. To this end, a background research is being undertaken to scope the how similar reports are done, and a

methodology workshop will be organized in end 2006. This workshop will bring actors from all four regions. Time will be dedicated by governance colleagues in Europe region for in 2007 to understanding and influencing the opportunities for civil society organisations for receive EU funding for State of State activities.

In 2007 the main activities on SoS – peoples monitoring and report are:

1. Pilots of Peoples Monitoring of State of State Report in 5 Countries, along processes based on instruments which are people's tools for monitoring generating products which are useful nationally. At this stage, the great experience by Brazilian movements on Public Policy Monitoring could be one foundation for reference and lifting up. One initiative on linking this experience and expanding it in 7 countries in Africa, America and Europe. Innovative indicators for education, health, women's rights, and governance will be prioritized.
2. Finalisation of methodology based on pilots
3. Preparation of Teams for the multi-country Report on SoS in 2008

Within this context the key will be to support and develop through this process, peoples evidence (fact finding outcomes) and partnerships with displaced / indigenous peoples forums and women's rights organizations who suffer the roll back of the state and its economic liberalization and privatization most. The plan is to ensure the pilots in countries interested on these issues cover these denials.

The report will have a wide range of audience. It serves for the reading not only by the academics and the already converted, but also for the policy makers, media, and more importantly, it would be mainstreamed through ActionAid's work with Parliaments and Media networks across the regions. It could expect that wide range of audience because it brings the voice of the people to the discourse of political processes.

5. Transitional Justice

On our work on transitional justice, the governance theme aims to bring together learnings from country programmes engaged with constitutional processes and deepening of rights and democracy. Over 2006, based on our policy and governance work with the countries recovering from conflict, we will engage with scoping of contexts and frameworks and spaces for engagement of peoples processes in these. We plan to invest 2007 in learning and building initial engagement to support in terms of building a strategy working with:

1. Networks/alliances/people's process active on constitutional and state processes.
2. Political parties/parliamentary for a in pushing for progressive and people-centered constitutions and state mechanisms(Legislative, executive, judiciary)
3. Independent Trade Unions

In collaboration with the IECT we will also be working on our positions and responses to the War on Terror.

6. Promoting Accountability and Transparency in among CSO- Work with CSO and Media in promoting accountability, democracy and just governance

With the experience of engaging with the agenda of CSO accountability in Asia in 2006 behind us, in 2007 the effort will be to consolidate the learning and developing processes for linking up the experiences in Asia, with those of Americas and Africa. In concrete terms the activities will be

centered on promoting accountability with specific reference to downward accountability. We will, as part of CSO coalitions undertake critical analysis of the workability of specific models of accountability in this regard, and charge up coalitions and alliances for review and further action on codes of conduct and self assessment methodologies. Asia region will lead this work for the theme. Specific activity clusters are:

1. Undertake critical analysis of workability of specific models of transparency and accountability.
2. Promoting CSO accountability with reference to the issue of “Downward Community Accountability, through research, documentation and sensitization workshops.
3. Supporting National and Regional Platforms for Accountability and Transparency and charging coalitions and alliances on codes of conduct in countries.
4. Along with the Internal governance and Impact Assessment team strengthening our own internal transparency as far as our own budgets and policies and planning is concerned

ii) Activity Clusters - Facilitative and Support Role Activities

1. Reclaiming the governance discourse in Europe and promoting accountability for governance, accountability and poverty commitments in the EU and its institutions

In Europe we will address the need to reclaim the ‘Good Governance’ discourse in favour of poor people and the accountability of states to deliver the rights of their people. This is in response to clear attempts by the EU to impose its own top-down definition of governance and criteria, questionable tools for monitoring implementation, and financing mechanisms based on rewards and sanctions, which will limit policy space for EU partner countries as well as space for meaningful debate. We will challenge the hypocrisy of the EU’s proposals and processes in this regard. Similarly and concurrently we will criticize the EU and its institutions about their failure to deliver on their own commitments to fight poverty. Our aid and accountability work is being carried out in most European offices both as AAI as well as through contributing and driving forward the work of European networks in this area. A third strand of Governance work in Europe will explore the opportunities to address the issue of women’s rights through a governance lens, looking at in particular the role and participation of women in decision-making in the EU and development interventions and the relationships between aid effectiveness and women’s rights.

Specific initiatives proposed are:

- Defining ‘An Africa Strategy for Europe’: In response to the ‘EU-Africa Strategy’ this joint Africa and Europe Region project will articulate demands and commitments of the EU from an African Perspective with a strong women’s rights focus;
- Applying the Real Aid methodology to EC aid in AAI report, and contributing a large effort towards the realization of a second pan-European EU aid watch project
- Developing initial work on aid effectiveness and women’s rights
- Further pursuing the work on EU governance and the governance discourse that was initiated in 2006 in relation to the EC’s ‘Consultation on Governance’.

2. Strategies and activities on IFIs , Debt are outlined in workplan for these team developed by Policy Directorate and Governance theme.

Specific actions will include

1. Develop IFI governance work, in terms of our positions, and engagement with strategic actors
2. Commission specific research in this regard
3. Develop AAIs own position on Corruption and Debt

There is a strong possibility to link up with the currently ongoing campaign by the Education team and partners in 25 countries where researches on how IMF/Ministries of education have been cutting down budgets for educations and what impacts it has on the people's rights to education.

c. Staffing, Perspective and Capacity Building

The operational team will continue with three full time staff- The Africa Regional Coordinator, the Asia Regional Coordinator and the International Coordinator. In addition the Policy Coordinator for Americas region contributes time, as well as in Europe, Policy lead and UKs Aid and Accountability team will be contributing time for taking forward the thematic work in the two regions. A policy officer position, to be located in Europe/Americas based on emergent need, will be filled in early 2007.

The theme is supported and guided by ID Governance and an International Working Group.

In this year perspective building processes are planned across the regions, involving our staff and key external stakeholders. In 2007, the key actions will be

Asia Region

In the Asia Region, the following key activities will be organized

- Governance Training for key middle management staff (if Asia LDP is not organized in 2007)
- Writing Competition of all staff on key perspective on justice, democracy , national and international governance
- Fellowship to interested staff for placement with social movement

Americas Region

In the Americas Region, the following activities will be organized:

- Dialogues on Poverty and Inequalities. This consists a cycle of public debates involving popular leaders, local and regional partner organizations, journalists, academics, NGOs, government and private sector representatives. The idea is to gather people from different backgrounds and experiences related to the fight against poverty, exclusion and inequalities, bringing poor populations' rights to the center of public agenda and society debates. The event aims to generate capacity building on the processes that generate impoverishment and analyze the role of government, multilateral organizations, transitional corporations and social movements in this scenario.
- Pan-Amazon Prize – the aim is to promote information and knowledge on how the lack of access to and control over natural resources connects with poverty in the Pan Amazon region, through instituting Pan Amazon Prize. The results of the PAP will be disseminated through the organization of a workshop in a Pan Amazonian country.

Africa Region

In the Africa Region, we will input in the Africa LDP to build the Governance thematic perspectives

3. Contribution to the Wider Organisation

Single International Campaign (SIC)

The Governance Theme will be supporting the international campaign, based on needs. A small provision has been made to support key pieces of collective research and advocacy.

Key activities around this SIC together with the Policy team are on Hunger Audits planned by SIC and Food Rights teams as a process for activating grassroots awareness and activism.

ALPS and Shared Learning

The theme will set aside staff time and resources to participate in, learn and contribute to ALPS processes. In our efforts internally within our activities and externally, we will be promoting accountability and transparency (e.g. social audits, hearings, transparency boards, citizen juries) and compliance with Open Information Policy (translation, communication of documents).

We will also work inter-thematically to strengthen cross cutting work. For the year 2007 common working on specific projects have been designed and set up with all themes.

On deepening Rights work and managing change.

One of the key efforts from the thematic end in 2007 will be in building perspectives internally and contributing to shaping the discourse on governance externally.

The theme plans to use a mix of approaches to do this. As outlined in the staff capacity building section above, governance theme will be supporting, contributing in shaping up the Leadership Development Programme (LDP) regionally or in country, in line with what has been done in 2006 where the Asia Regional LDP was organized, and the support provided to LDPs and RBA training in two countries, and the staff capacity building undertaken through the ELBAG workshops.

In doing this, the theme brings together colleagues from within ActionAid International and from civil society organizations in one seamless process. Over 2007, for instance, across the regions, the following capacity building plans have been designed

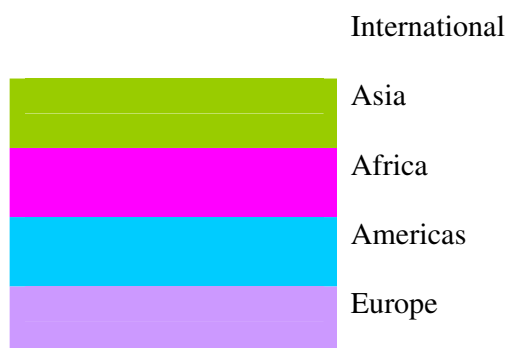
1. Supporting and Contributing to Regional LDPs
2. Supporting Country level thematic trainings
3. Leadership TOT with Social Movement leaders and ActionAid staff
4. Promoting Writing contests in national / local dailies, to promote articulation of perspective and building of agendas and strategies

Further in promoting the perspectives externally, the following actions will be delivered

1. Six Monthly Policy Briefs on Governance (internal and external)
2. Workshops and training programmes co-organised with Universities in North and South
3. Communication Materiel (contributions of people and policy, other regional news letters, through ELBAG website, and through key publication of articles.

4. Regional and International Plan and Key Deliverables

Colour codes:



International Workplan 2007

Issues/Thematic Focus	Action	Key Deliverables
Strategic Objective 1: Democratization and Accountability		
1.1 Economic Literacy and Budget Accountability for Governance		
<i>International</i>	Strengthen sustained deepening of programme in 15 countries, and sharing of learning and experiences and international alliances are strengthened	<p>Specific country plans for 2007 are developed implemented and resourced</p> <p>Linkage with national and international networks is strengthened and platforms are developed</p> <p>Sub regional centres are set up in Africa, Asia</p> <p>Communication and training materiel is developed. Website is set up</p> <p>Facilitators/ mentors are identified, supported and they contribute to active support to develop programme and work</p> <p>An International level sharing workshop is organized, to distil learnings and action implications</p>
<i>Asia</i>	Finalisation of the manual for all countries to use	<ul style="list-style-type: none"> - At least two countries to pilot the manual before finalisation - Editing, finalising and publication - At least 6 countries promote ELBAG work with communities
	Support to national/regional platforms on ELBAG and people's monitoring	<ul style="list-style-type: none"> - Exchange visits for national platforms

	Setting up regional/sub-regional budget and economic justice centers	- At least one centre is set-up/assisted to function - Participation by country programmes in the center's agenda and activities
	Collective project on research/learning and documentation of people's monitoring processes across the region (Asia to focus on issues of corruption, privatisation and RTI)	- Project proposal for a collective work in at least 5 countries in the region - Funding is raised
<i>Africa</i>	Synthesise country plans	Specific country plans developed
	Select 8 countries for sustained support	8 key countries selected
	Production of training materials	
	Training of thematic leads and selected partners	Training materials and reports
	Country level facilitators training	
	Support for national platforms and networks	Adequate engagement with national platforms
<i>America</i>	Develop and Support Country plans	Country Plans are developed for Brazil and Guatemala
	Develop Manuals for use in the region	
	Raise awareness on the causes, effects and challenges to the fight against poverty and inequalities in the region, facilitating channels of interaction between actors and contributing to come out with alternatives for the overcoming of the current scenario.	<u>Dialogues on Poverty and Inequalities are organized at national level, to build up on the accountability and democratization dimensions of governance work .</u>
<i>Europe</i>	Understand and Investigate Opportunities for resourcing AAIs work on Economic Literacy and Budget Accountability	Report on the Funding Opportunities available
1.2 Governance Mapping		
<i>International</i> Budget: EUR 5,000 (conf)	Intensive mapping of governance work in selected country for perspective and programme development and development of alliances	Terms of Reference are developed consultatively and mapping is carried out (internally and externally) in 6 countries in different governance contexts, and leanings document – on “Civil Society and Governance” is the output
	Initial preparation for making ActionAid's Governance a version of Women's Rights Governance in all regions of Americas, Asia and Africa	Terms of Reference are developed consultatively and mapping is carried out (internally and externally) in 6 countries in different gender contexts, and leanings document – on “WR Governance” is the output
<i>Asia</i>	Mapping of socio-economic and political contexts – skills available in AA	<ul style="list-style-type: none"> o CP's process on mapping is built upon. o Information on internal processes, skills available, external socio-economic and political processes are available for use

		<ul style="list-style-type: none"> ○ LDP/Governance training be designed based on this mapping ○ Clear links with our works on debts, transitional justice, CSO etc.
<i>Africa</i>	Internal mapping of governance work	Report of internal mapping from CPs
	Recruit consultant for external mapping	
	Intensive Mapping visits to 6 country programmes	Report of visits to country programmes
1.3 Reclaiming Good Governance Discourse – EU Governance Strategy		
<i>Europe</i>	An Africa Strategy for Europe particularly with reference to EU	Final Document Agreed Media and Lobbying Strategy Agreed Two key
	Challenging and Reclaiming EUs Good Governance Discourse and lack of accountable governance in Europe	Strategy for Pursuing this agenda in 2007
Strategic Objective 2: Rights and Justice		
2.1 People's Monitoring of State of the State Report		
<i>International</i>	Pilot research is carried out in 5 countries across Asia, Africa and the National Reports are finalized for dissemination	<p>Methodology is consultatively finalized and workshop for action research is organized</p> <p>Through Alliance based process, based on peoples indicators is carried out in 5 countries</p> <p>Report is Disseminated for advocacy purposes and adds to strengthening of campaign work nationally</p>
<i>Asia</i>	Development of methodologies	Methodologies are developed with consultation and participation by CP
	Pilot in two countries in Asia	Two CPs pilots
<i>Africa</i>	Methodology review meeting	
	Carryout pilot research in 3 African countries	
<i>Americas</i>	Develop studies for the States of the State Report in Country Programmes in Americas Region	Pilots in Brazil and Guatemala to develop methodologies <u>and indicators</u> for peoples monitoring of public policies and state, with a focus on <u>women's</u> rights
<i>Europe</i>	Develop Studies on State of the State Report in one country in Europe region	
2.2 Transitional Justice		
<i>International</i>	Governance context of 4 countries is	Methodology is developed

	scoped and we support networks and alliances on engagement with TJ in two countries. Positions are developed	<p>Alliance around women and poor in transitional justice nationally is supported</p> <p>Engagement with sub regional forum on this end is developed in Africa</p> <p>A medium term strategy and understanding of emerges on transitional justice and constitution work</p>
Africa Budget:	Scope governance contents of Transitional countries	
	Engage with constitutional process in 2 TCs	Alliance built around women and the poor and transitional justice system
	Form/support networks and alliances	Example of stronger regional alliances emerging on transitional justice
	Position paper on how to deal with transition justice	Evidence of mid-term strategy on working around transitional justice
	Country support visits	
2.3 Working with Social Movements		
International	Strengthening work with social movements and peoples organizations and promoting South-South solidarity, challenging and developing alternatives to neoliberal economic globalisation	<p>Mapping of Work of Social Movements is carried out in partnership with academics and SM leaders</p> <p>South-South Solidarity Forums are supported beginning WSF, and an international Social Movements dialogue is supported to challenge with specific alternatives, neoliberal economic globalisation</p> <p>Leader Trainer programme is Organised with SMs and NGO staff</p> <p>Fellowship support programme and SM support programme (sustained support for work of indigenous/displaced peoples organizations around governance accountability) is supported in 5 countries</p> <p>WSF process and GCAP process is supported around specific agendas</p>
Asia Budget:	CSO Accountability and Transparency	<ul style="list-style-type: none"> - Project proposal is developed - Visits and exchanges made - One best practice is identified and supported - regional reports
	GCAP (Asia)	Activities are organized in consolidation and well coordination within the coalition
	WSF	Linkage between South-South movements is

	(Budget is from International)	strengthened Discussion and action plans on alternatives are in place and follow-up
	University linkages projects (Budget is from International)	Two key universities will be linked up with shared research projects
	Parliamentarian forums across the region	- Build up on the available work with parliaments
	Support to three to five key social movements in the region	Sustained support to key social movements in Asia Research /position papers/networking and meeting are organized and published.
	Fellowship to social movement leaders	- three to five leaders are supported - at least 12 articles/writing by staff in all CPs in Asia to be published in the national/ international newspapers on policy issues with substantive analysis
Africa	Work with Social Movements within the region	Hold first African Social Movement Dialogue
	Hold Social movement Dialogue and Fellowship Support	Key Social Movements Groups are identified and long term support is provided to specific groups to deepen their own agendas
	Support WSF and GCAP	WSF/ASF processes in Nairobi and beyond are supported particularly from the perspective of building South South Unity on Key agendas of economic justice and alternative to current economies.
	Increase South-South Solidarity	Africa-Asia solidarity platform emerged
	Sustained support to few of the movement	Pan-Africanism incorporated into ActionAid leadership Programme
America	Foster social movements' dialogue and alternative building through "People's Dialogue" process involving all regions, and especially Africa and Americas	<u>The dialogue between networks and organizations from Southern countries contributes to building people's based alternatives to the neoliberal agenda.</u>
	Support is given for articulation in favor of the movement of people affected by the oil industry in Amazon countries	<u>Pró-MAIPPA articulation is strengthened in the Pan Amazonian sub region.</u>
	Strengthen participation of marginalized groups, social movements, NGOs and	Support is provided on agendas to challenge economic globalization.

	other civil society organizations at WSF, in order to strengthen capacity building and networking processes	<u>Linkage between South-South movements is strengthened</u> <u>Discussion and action plans on alternatives are in place</u>
	<u>Support to G-CAP coordination for LAC is given</u>	<u>G-CAP in Latin-America is consolidated and acting in the monitoring process of multilateral organizations and against inequality and poverty.</u>
Strategic Objective 3: Participation and Control		
3.1 Enhancing Participation women in Governance		
International	Programme of supporting (at policy and programmatic level) women's control over governance at local and national level is supported	Mapping is carried out with analysis on existing status and issues In five countries, programmes focused on capacity building to rights and legal literacy are integrated with existing support to DA work
America	Programme for supporting political participation and advocacy of local women leaders in communities of Guatemala and Brazil	With WR team forums for women leaders in communities of Guatemala and Brazil are organised
3.2 Promoting CSO Accountability and Transparency		
International	Collation of learnings and Experience of critical review of Downward Accountability instruments is shared and developed	Key findings from Experience in Asia is discussed with networks in other regions and an international report is prepared
Asia	CSO Accountability and Transparency	- Project proposal is developed - Visits and exchanges made - One best practice is identified and supported - regional reports
3.3 Aid, Debt and Corruption and work on Challenging Corporates (to be elaborated during the year)		
International		AAs position around corruption is collectively constructed on debt, our understanding of debt as well as our work on debt issue is enhanced through debt audits in 3 countries
Africa	National and regional debt audit	
	Hold forum for alternative debt management	Evidence of forum being launched

	Regional debt management meeting	Concrete proposals on alternatives emerge
America	Support regional networks working to address debt issue and to monitor policies and practices of international & regional financial institutions in Americas	Forums are launched and monitoring mechanisms for Regional Financial Institutions (ADB) are set up Debt auditing processes are strengthened.
	Work with networks and researchers to improve knowledge on TNCs practices, impacts and influence in selected sectors.	Develop and implement a research plan to inform our advocacy work, focusing on the TNCs as core players of the market governance system
Europe	Build and Develop EU Aid and Accountability Work including developing our initial work on aid accountability and womens rights	Real Aid Style Report on EC Aid. Applying the Real Aid methodology to EC aid in AAI report, and contributing a large effort towards the realization of a second pan-European EU aid watch project – and media lobbying work Developing initial work on aid effectiveness and women’s rights Further pursuing the work on EU governance and the governance discourse that was initiated in 2006 in relation to the EC’s ‘Consultation on Governance’.
3.4 UN reforms		
International	Working with Policy Directorate to develop and strengthen our engagement with UN processes	Our position on UN reforms is developed internationally and nationally we engage with UN processes and on its reform dimension
<u>3.5 Promoting citizen participation and control over regional integration process</u>		
America	Strengthen CSO and social movements networking on IIRSA and alternative integration	CSO networks are main actors in monitoring the regional integration and their incidence is strengthened through a participative research process.

4. Commentary on Financial Tables

Financial tables, and summaries are enclosed to give an overview of budgeted activities. Detailed line item wise budgets are available with the team and will be shared.

The Plan does not represent a significant change over the strategic plan or the Financial Allocation Guidelines circulated by the Finance Director. On the international part of the budget is excess of 20,000 GBP from the allocated figures of 414,000 GBP.

Programmatic Contributions from the Regions are listed. These are confirmed from Americas and Europe Regions. From Asia and Africa the estimates and conservative requests in terms of programmatic budget support, are enclosed. Confirmation from the Africa and Asia is expected soon.

Budget Allocations for Just and Democratic Governance Work, set aside by country programmes in pursuance of governance strategy are not reflected in these tables, since information has not yet been received on the same.

4. Funding and Fund Raising

In 2007, there has been a change in the funding allocation and management of the Theme. All staff costs for the team are inputted under International Budget.

The funding and fund raising plan for Governance theme reflects the discussions with IPD team in June 2006. As there is a reduction in funding allocated to the theme, Governance team felt that it is necessary to aim for some fund raising from outside of ActionAid sources. This will in one way diversify the funding sources for the theme, and more importantly through mobilisation of resources, donors (especially the institutional donors) will be targeted for potential influencing as well as building on the synergies with IPD efforts.

The budget refers to the core team efforts, with some assumption that when it relates to the extended team across the Country Programmes (CPs), there would be some support from the CP team. This has been fully reflected in the guidance by International Governance to all CPs prior to the planning process and included in most of the CP plans. The plans and budgets of the regions (Asia and Africa) have been sent out for the key Governance focal persons and CDs for comments and there have been comments from the extended team.

In this year 2007, ELBAG will be developed as the key framework – an entry point for all Governance related activity. A dedicated budget totally EUR 127,000 at International budget, EUR 90,000 at Asia budget, EUR 121,000 at Africa budget, EUR 34,000 at America budget and EUR 7,000 at Europe budget has been set aside for development of a common framework for all CPs. In Asia, there have been some plans to raise additional funding for the work between ELBAG and women groups across countries of Nepal, India, Pakistan and Bangladesh. UNIFEM South Asia is the potential donor for this work.

With the ambitious plans, Governance core team is investing in development of some key proposals around key areas of work, such as ELBAG, Social movements, CSO Accountability and Transparency. Key targeting donors are Ford Foundation, Sida, and the EC.

Total unconfirmed budget for Governance theme to be raised is EUR 441,000 with details as below:

Regions/International	Unconfirmed funding to be raised (EUR)	Areas of works
International	EUR 130,000	ELBAG: EUR 30,000; Social movements: EUR 100,000
Asia	EUR 150,000	ELBAG: 40,000 Social movements: EUR 60,000 CSO A&T: EUR 50,000
Africa	EUR 60,000	ELBAG: EUR 40,000 Social movements: EUR 20,000
Americas	EUR 5,000	Women Participation in Governance: EUR 5,000

Europe	EUR 71,000	ELBAG: EUR 7,000 Aid Accountability in Europe: EUR 64,000
Total	EUR 441,000	

5. Appendices

The following Appendices are Enclosed

1. Risk Assessment Matrix (Below)
2. Financial Tables
3. Womens Rights Table
4. List of Partners

Risk and Assumptions - Governance

The following are the risks and assumptions

Type of Risk	Impact	Probability of Occurrence	Action Points
<p>Human Resource Risk Recruitment process may take time to get qualified staff for supporting</p> <p>Staff turn over</p>	<p>High</p> <p>High</p>	<p>Low</p> <p>Medium</p>	<p>Since most staff are in place. Some initial exploration on the possibilities of using volunteers to initially cover the job has been done. Clear Terms of Reference will be prepared with consultation from other team members before end 2006, so that the recruitment could start in early 2007.</p> <p>Sharing and staff encouragement will be done to ensure the staff's commitments</p>
<p>Finance Risk Funds will be available with less volume so that some activities will be de-prioritised</p>	<p>Medium</p>	<p>Medium</p>	<p>A priority list has been prepared</p>
<p>Partner Risk It would take a little while before criteria on partners be developed, so one may face with the issues of clarity and transparency if engaged with new partners</p>	<p>High</p>	<p>Medium</p>	<p>Some initial thoughts. Terms of reference on this work would have been prepared by end of 2006 so that things can start directly from early 2007.</p>
<p>Project Delivery Risk Political and economic instability in some key countries may affect the delivery of key programmes like ELBAG, SoS report or CSO accountability</p>	<p>Medium</p>	<p>Low</p>	<p>A lean plan of actions will be prepared in consultation with country programmes for alternative plan</p>