

ActionAid International Annual Report  
to INGO Accountability Charter 2013

# Redefining Accountability

Compiled by  
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**act:onaid**

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## List of Abbreviations

<b>ALPS:</b>	Accountability, Learning and Planning System
<b>CBO:</b>	Community-based organisation
<b>CSO:</b>	Civil Society Organisation
<b>EAGLES:</b>	Evaluation and Accountability Global Leaders
<b>FGM:</b>	Female genital mutilation
<b>GA:</b>	General Assembly
<b>GHG:</b>	Greenhouse gas
<b>GHGP:</b>	Greenhouse gas protocol
<b>GRI:</b>	Global reporting initiative
<b>HRBA:</b>	Human rights-based approach
<b>HTPs:</b>	Harmful traditional practices
<b>IP:</b>	International Panel
<b>IS:</b>	International Secretariat
<b>LRP:</b>	Local rights programme
<b>NARRI:</b>	National Alliance for Risk Reduction Initiative
<b>PRRPs:</b>	Participatory review and reflection processes
<b>SLT:</b>	Senior Leadership Team
<b>UNFCC:</b>	United Nations Framework Convention on Climate Change
<b>VFM:</b>	Value for money

# 01 Profile Disclosures

## Strategy Analysis

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

As a new Chief Executive of the ActionAid federation and as a long standing ActionAider, I welcome the opportunity to submit our seventh annual report to INGO Accountability Charter. Reporting to the INGO Accountability Charter is a special way of celebrating and reflecting on our work over the year (2013), analysing the results, achievements and challenges through an accountability lens. It is also an opportunity to invite independent feedback and scrutiny so that we can learn and improve.

In the late 1990s ActionAid chose to be thoroughly accountable in the attitude and behaviour we expect from our staff and as a way of working which has huge transformational potential. As an organisation we have come a long way:

- We have continued to fight against poverty and injustice and in our own attitude and behaviour we have tried to be a role model to local governments, large multinationals and other powerful entities;
- We have exposed the formal and informal institutions that have contributed to deepening poverty, and we have strived to be open to feedback and criticism of our work;
- We have worked alongside the powerless, and further decentralised and devolved power in the ActionAid federation. Together with all our supporters around the globe we have sided with people living in poverty and demonstrated the power of solidarity.

As ActionAid grew and gained strength globally (by having more members, supporters, resources), we recognised that we needed to do more to nurture accountability. Now that we work in 47 countries we must strengthen internal quality assurance and ways of maintaining our authenticity. This need has become even clearer as in many of the countries where we work the space for civil society is shrinking. The global economic turmoil in recent decades made this task more important, ultimately demanding huge organisational change if we are to adapt and survive.

One way of responding to this changing external and internal environment was for ActionAid to rethink and redefine the way we understood and practised accountability. This redefinition did not mean changing the motivation [1] for accountability that is derived from our constitutional values. Our desire to be a credible and trustworthy organisation working alongside the poor (to strengthen their power and widen their influence) remained the same. Rather, redefining our accountability meant (while reaffirming our commitment to be primarily accountable to the poor) that we acknowledge our other multiple and sometimes conflicting accountabilities. We need to review how we can meet these commitments and be accountable in our strategic decision making at every level.



In 2013, following federation-wide consultation, the General Assembly approved the ActionAid Accountability Charter. By approving the Charter, all members of the federation committed to applying principles of transparency, participation and compliance. We also made a commitment to respond to complaints and learn through evaluations in our day-to-day work and in our decision making.

We are aware of the challenge of applying these principles consistently across the federation, as most success factors are not entirely under our control in the contexts in which we work. However, we can and we will constantly improve the way we work while applying accountability principles in practice. In order to ensure practical application of five accountability principles, we are incorporating them into our annual reporting and annual planning processes. This not only provides us with an opportunity to collect and analyse federation-level data in relation to accountability and track our progress, it also means we are more consistent at local, national and international levels.

As we believe accountability is part of our Theory of Change and is the principle of our human rights based approach to programming, we will further refine and streamline our approach to monitoring and evaluation. This will enable us to gather even stronger evidence to test our Theory of Change and will build our confidence about our transformational potential.

To achieve this we are working very hard towards building a stronger, more agile federation. By establishing new ways of working in the ActionAid federation, we will further devolve power, foster horizontal collaboration and increase networking between members. This will enable us to practise accountability as a dynamic and evidence-driven, decision-making process.

In this report we have tried to address all the issues raised by the Independent Panel. We embrace this opportunity to work with the INGO Accountability Charter and look forward to close collaboration in future.

Sincerely,



**Adriano Campolina**  
CE of ActionAid International

## 02 Organisational Profile

### Name of organisation

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

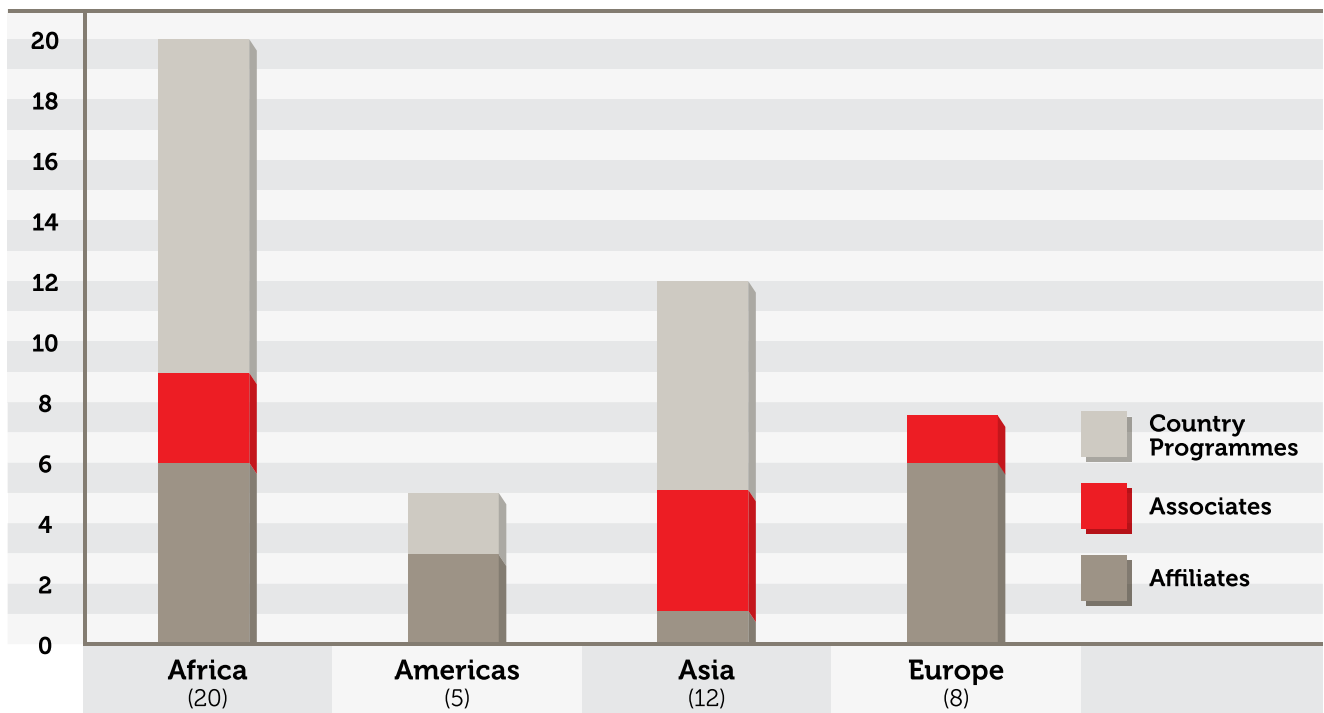
### Primary activities

ActionAid's main activities include participatory analysis and awareness-raising; mobilising civil society and citizens worldwide; 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 doing research to develop and promote alternatives to existing systems, policies and practices. Additionally, ActionAid engages in varied fundraising activities.

### Operational structure of the organisation

ActionAid is a federation of autonomous Affiliate and Associate Members (governed by National Boards), and '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.

### ActionAid Structure



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 (SLT). This team manages the IS's work in a matrix of seven clusters and five international directorates<sup>1</sup>.

AAI members (affiliates and associates) have national Boards. 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.

One of ActionAid's federal principles is subsidiarity and the idea that decisions should be taken as close as possible to those principally affected by the decision. Each ActionAid member is an autonomous member of the federation. The accountability is to every other member of the federation represented at the AAI GA<sup>2</sup>. The Assembly agrees the policies which all members should adhere to. It also agrees the devolution of power and mandates the International Board to monitor compliance and decision making through the International IS.

## Location of the organisation's headquarters

Main International Secretariat:

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

## Number of countries where the organisation operates

In 2013, the AAI federation had 26 members and had a presence in a further 19 countries through country programme offices. In addition, AAI had operations in other countries (including Nicaragua, Palestine, and the Arab Regional Initiative). AAI is thus present in a total of 49 countries.

## Nature of ownership and legal form

AAI is an association ('Vereeniging' in Dutch) 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 GA, 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 longer to go through the transformation.

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<sup>1</sup> This is changing currently as we are undergoing the restructure process, but we will report on these changes in the next report.

<sup>2</sup> This is reflected in the Accountability Charter as one of the accountability principles "monitoring commitments and ensuring compliance", or mutual accountability.



## Target audience and affected stakeholders

ActionAid contributes to the global movement against poverty and working together with partner organisations and with the support of hundreds of thousands of supporters and activists, it works for rights and justice worldwide. 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 has helped millions of individuals and thousands of families and communities to gain their rights.

ActionAid works with the poorest and most excluded people and the organisations that represent them in both rural and urban areas. ActionAid focuses in particular on women, children, youth, and men living in poverty, as well as 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<sup>3</sup>.

## Scale and Scope of reporting organisation

In this report, 'scope' covers ActionAid's Theory of Change and 'scale' is the extent to which the organisation actually achieves this change. 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 scope of our existing interventions or frameworks) and campaigns that address the structural causes and consequences of poverty.

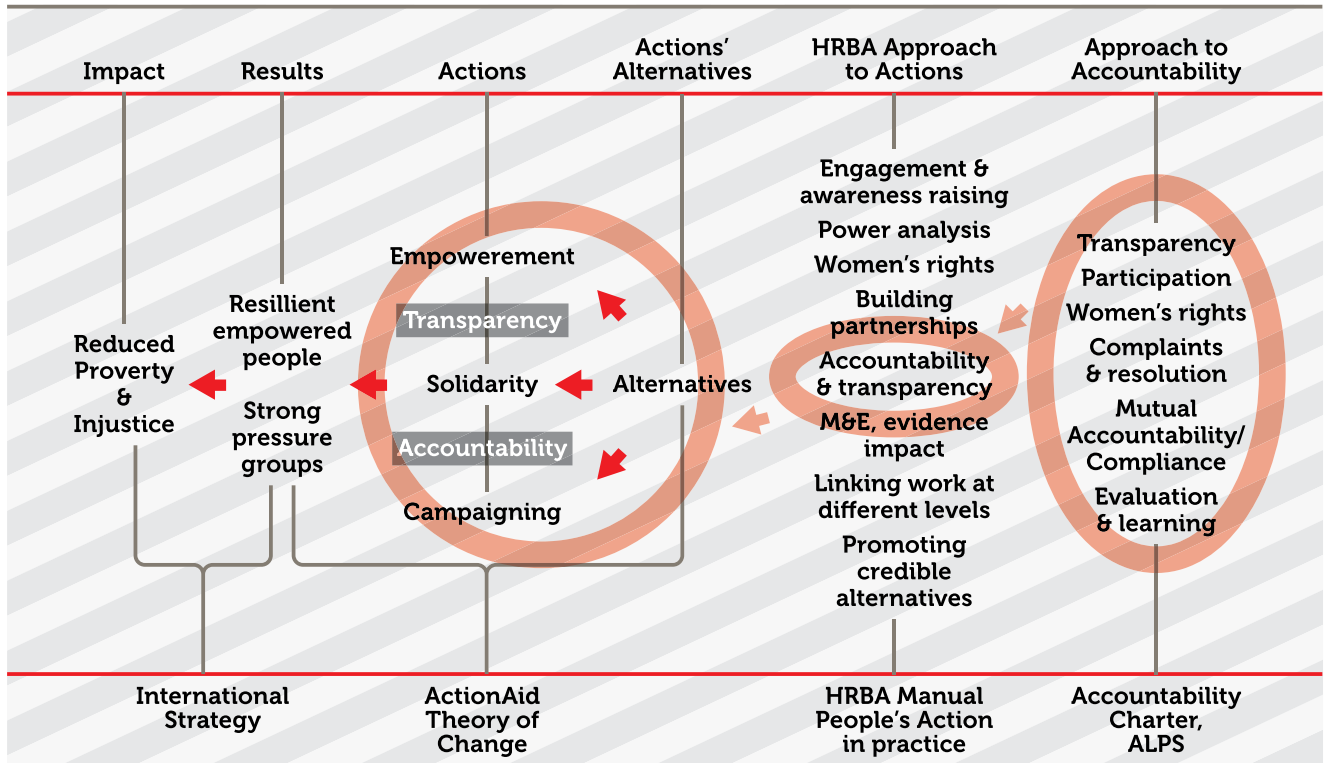
These are achieved through:

- Building solidarity networks
- Mobilising supporters and CSOs
- Advocating and campaigning to curtail poverty and injustice
- Working in partnership with social movements, communities and CSOs
- Strengthening CSOs and people's capacity
- Responding to emergencies and people's immediate needs in disasters
- Promoting a human rights-based approach to development

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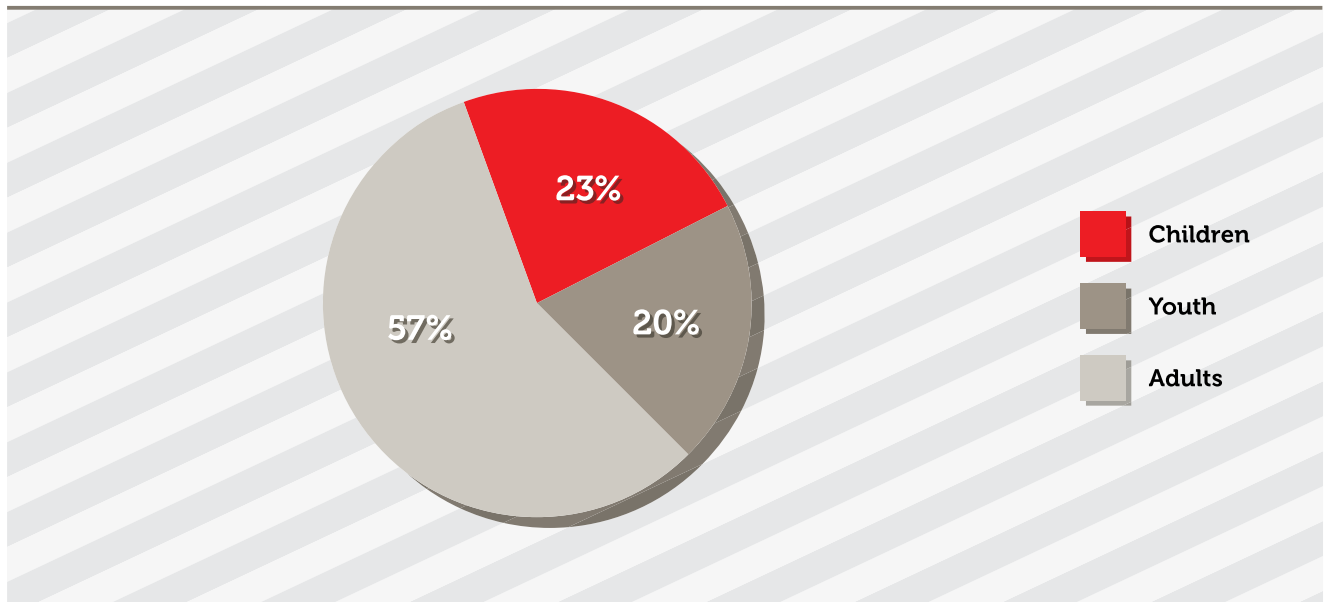
<sup>3</sup> ActionAid has got a detailed documented membership development process, which is available upon request.

## Accountability in ActionAid Theory of Change



This belief informs our approach and Theory of Change, and to some extent, is reflected in the scale of our work described in the diagrams below<sup>4</sup>.

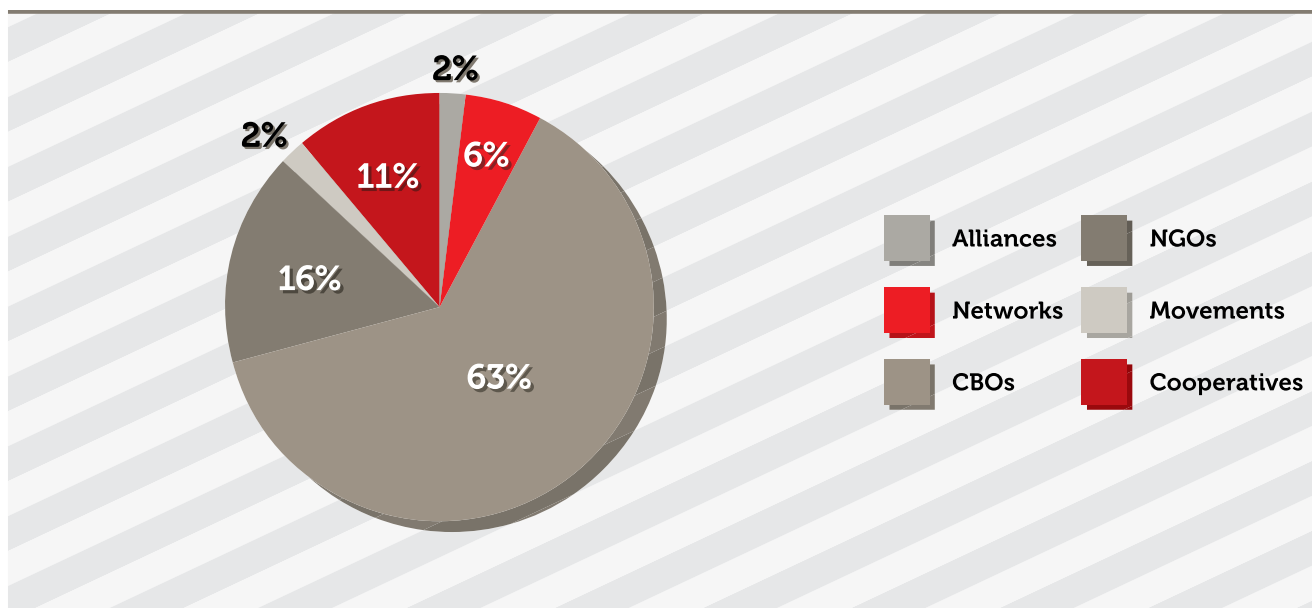
## People engaged with ActionAid in 2013 (percentage by age)



In 2013 ActionAid worked with 8,035 partners across the globe, including alliances, networks, community - based organisations, NGOs, movement and cooperatives.

<sup>4</sup> ActionAid Annual Report 2013.

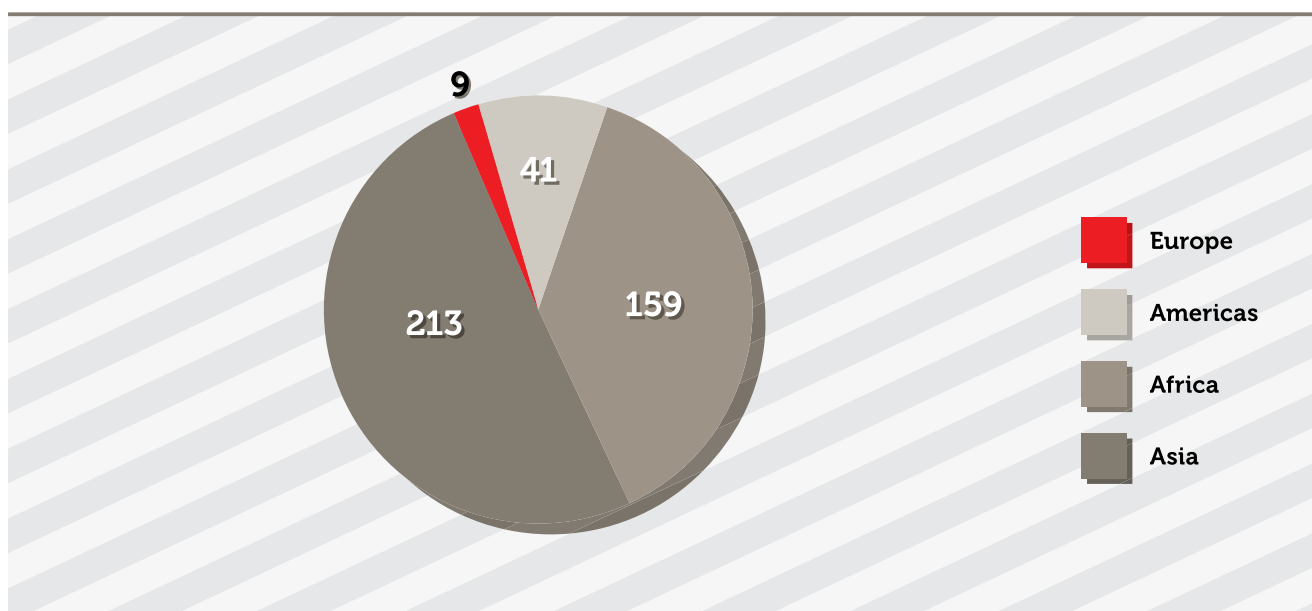
## ActionAid Partners in 2013



## Number of Communities working with ActionAid in 2013

ActionAid was working in 422 communities (Local Rights Programmes) in 2013.

## Number of LRPs by Region (2013)



Below are some figures describing ActionAid's scale:

- In 2013, 1.7 million people received humanitarian assistance from ActionAid in a manner that promoted their rights. ActionAid responded to 28 new and ongoing disasters in 19 countries. Key features of our response included addressing the immediate needs of the most vulnerable communities (especially women and children), ensuring accountability to disaster-affected communities and promoting women's leadership and rights during emergencies.
- In 2013 ActionAid mobilised 187,734 women and girls (including 35,298 female youth) to challenge cultural, traditional and religious norms that restrict women's rights, and to reject all harmful traditional practices (HTPs), including early marriage and female genital mutilation (FGM). We supported

school and community groups to monitor and challenge these HTPs and worked with communities and groups of young women to ensure access to justice for survivors of violence.

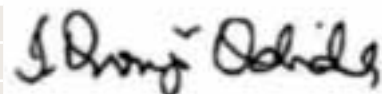
- ActionAid also mobilised 35,571 women to engage in income-generating activities, and 56,949 women reported having greater confidence in themselves and having a greater say in decision making in their homes.

**Table 1: Financial position December 2013**

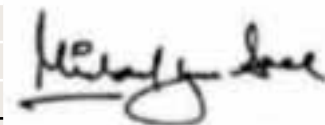
	Note	2012 €'000	2013 €'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant or equipment	8	3 079	3 630
Investment	10	13 197	11 692
		<b>16 276</b>	15 322
<b>Current assets</b>			
Receivables	11	20 267	19 248
<i>Cash and Cash equivalents</i>			
Short term bank deposits		7 004	7 530
Cash at bank		72 582	65 620
<b>Total Current Assets</b>		<b>99 853</b>	92 398
<b>Current liabilities</b>			
Payables	12	(22 263)	(25 652)
Net Current assets		<b>77 590</b>	66 746
<b>Non - current liabilities</b>			
Loan payable		(2 078)	-
<b>Total net assets</b>		<b>91 788</b>	82 068
<b>FUNDS</b>			
<b>Restricted funds</b>			
Liquid funds and treasury reserves	13	61 584	56 817
Property, plant and equipment reserve		1 742	1 711
		<b>63 326</b>	58 528
<b>Unrestricted funds</b>			
Liquid funds and treasury reserves		27 125	21 621
Property, plant and equipment reserve		1 337	1 919
		<b>28 462</b>	23 540
<b>Total Funds</b>		<b>91 788</b>	82 068

Aggregated statement of financial position as at December 2013

Approved by the Assembly of ActionAid International on 27 June 2014 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

Further detailed information about the distribution of income between the countries and money movement could be found in the 2013 ActionAid Financial Report and Accounts<sup>5</sup>.

<sup>5</sup> ActionAid Financial Report

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

In 2013 The Gambia was accepted as an Affiliate and Mozambique was accepted as an Associate. France and Bangladesh were acknowledged to be on track for Affiliation review in 2014.

Membership Development Plans were developed for countries wishing to become Associates/Affiliates and approved by the 2013 GA.

## Awards received in the reporting period

ActionAid Bangladesh received the Momentum for Change Lighthouse Award, under the heading Adaptation 'Women for Results' from the United Nations Framework Convention on Climate Change (UNFCCC)<sup>6</sup>.

AA Bangladesh also received the UN Sasakawa Award along with other 10 INGOs for 'acting as one' under the National Alliance for Risk Reduction Initiative (NARRI)<sup>7</sup>.

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<sup>6</sup> [http://unfccc.int/secretariat/momentum\\_for\\_change/items/7318.php](http://unfccc.int/secretariat/momentum_for_change/items/7318.php)

<sup>7</sup> <http://www.narri-bd.org/>

<sup>8</sup> <http://www.hrexcellenceawards.com/winners-2014>

ActionAid UK's HR Team is Highly Commended in the HR Magazine 2014 HR Excellence Awards<sup>8</sup>.

## 03 Reporting Parameters

### Report profile

#### Reporting period for information provided

January 2013 – December 2013.

#### Date of most recent previous report

ActionAid International Global Reporting Initiative (GRI) Level C Report 2012: submitted December 2013.

#### Reporting cycle (annual, biennial, etc.)

ActionAid reports annually on the GRI.

#### Contact point for questions regarding the report or its content

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## Process for defining report content

Below is a description of the process as of 2012 and 2013.

Process Flow/ Steps	start	Countries submit annual reports including accountability section	Analysis of the reports including accountability section	INGO Review Panel Feedback circulated amongst IS and directors	Feedback on intranet and international website	CE response drafted in consultation with directors/ relevant functions	CE response sent to INGO	Based on feedback, response the sections of the new report drafted	Report draft goes to directors for comments	Report draft goes to the Audit and Risk committee of international	Report signed off to be sent to INGO Charter
Function involved	RACI (Responsible, Accountable, Consulted, Informed)										
AA Members Countries	Responsible/Accountable	Informed	Informed	Informed	Informed	Informed	Informed	None	None	None	Informed
IS Planning and reporting team	Accountable	Responsible/Accountable	Informed/Consulted	Informed	Consulted	Informed	Consulted	Informed	Informed	Informed	Informed
IS Transparency and accountability advisor	Informed	Responsible	Accountable	Responsible	Responsible	Responsible	Responsible	Responsible	Responsible	Responsible	Responsible
Evaluation and accountability team	Responsible/Accountable	Responsible	Responsible	Accountable	Accountable/Responsible	Accountable/Responsible	Accountable/Responsible	Accountable	Accountable/Responsible	Accountable	Accountable
IS Finance team	Accountable	Responsible	Informed/Consulted	Informed	Consulted	Informed	Responsible	Informed	Informed	Informed	Informed
IS HR team	Informed	Responsible	Informed/Consulted	Informed	Consulted	Informed	Responsible	Informed	Informed	Informed	Informed
IS programmes team	Informed	Responsible	Informed/Consulted	Informed	Consulted	Informed	Responsible	Informed	Informed	Informed	Informed
IS Governance team	Informed	Responsible	Informed/Consulted	Informed	Consulted	Informed	Responsible	Informed	Informed	Informed	Informed

From 2015, after the new structure of the International Secretariat becomes fully functional, ActionAid is planning to alter the INGO Accountability Charter reporting process in order to achieve increased involvement from the countries/members in this useful and enriching exercise and more engagement of the federation in discussing the feedback provided by the Independent Panel.

## Boundary of the report

This report is ancillary to and should be read alongside the 2013 AAI Annual Report<sup>9</sup> and it 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 in terms of 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. AAI has strong values and policies in relation to accountability. One way in which we demonstrate these values and principles is through membership of the INGO Accountability Charter and through a commitment to the Charter's principles and framework. The annual INGO report serves to place emphasis on those issues that are of the greatest importance to ActionAid and its stakeholders, highlighting areas of strength and helping to address areas of weakness identified in feedback from the Independent Panel (IP).

In 2013 we continued to adapt our global reporting requirements to the GRI indicators. In 2013, for the first time, our global report included an accountability section in which all members and countries reported according to each accountability principle. Although these and all other planned initiatives enable us to strengthen our ability to report on progress towards improving accountability at federation level, we recognise that, due to the diversity of the federation, it will take longer for every country to provide information for each GRI indicator.



<sup>9</sup> ActionAid Annual Report 2013

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

This report follows and takes account of the 2013 AAI 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 across the organisation with some specific examples.

We are constantly working towards more consistent practical application of the accountability principles in the federation (which are meaningful for the countries/members as well as the federation as a whole). We do this by incorporating accountability sections into our annual planning and reporting templates and analysing the federation-level data to inform our future actions.

## 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.

## 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.

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

Following the approval of the new strategy with quantified targets in 2012, ActionAid is constantly striving to improve and align its methods of measuring results across the federation. An evaluation of the 2012 Annual Report identified two key challenges for ActionAid: a lack of clarity and consistent reporting on indicators and a lack of understanding about how the targets outlined in the international strategy were to be met. In response, we launched a set of quantitative and qualitative global change and performance indicators (the 'Global M&E Matrix') along with key definitions, and we suggested means of verification in 2013.

The global Matrix has reduced the global indicators to 61. Of these, 31 enable us to report on impact and outcomes and 30 enable us to report on outputs and process. The Matrix has been accompanied by specific tools and guidance for monitoring and reporting at all levels. Some of these are still being tested. This approach has helped us to apply more rigorous and systematic ways of measuring and aggregating the results of our work.

As a result, the overall quality of reporting federation-wide progress against the global strategy has improved in comparison to previous years. There have been fewer generalised results and we are better able to quantify and/or analyse qualitative results. We have also achieved greater consistency in

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<sup>10</sup> Responsible to have an oversight on accountability work at the federation level



understanding information needs. It has become increasingly possible to assess and reflect on global progress, especially against global targets, using a combination of quantitative and qualitative information.

It is important to note that both of our reports (Annual and Accountability reports to INGO Charter) rely on the monitoring data and stories/examples provided by countries, as well as the analysis provided by IS units. We are still developing a coherent and systematic approach to implementing evaluations that objectively define and provide evidence of change at International Strategic Objectives level – although the need for these has been built into the Global M&E Matrix. This implies that ActionAid still has some way to go before we are able to do full rigorous analysis of change throughout the federation.

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

This content is the GRI content index for Level C.

## 04 Governance, commitments, and engagement

### Governance

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 (among other things) admitting and expelling members; approving overarching, longer-term international strategies and policies; and allocating resource. 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 elections.

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

- Governance and Board Development
- Finance and Funding
- Audit and Risk<sup>10</sup>
- Remuneration

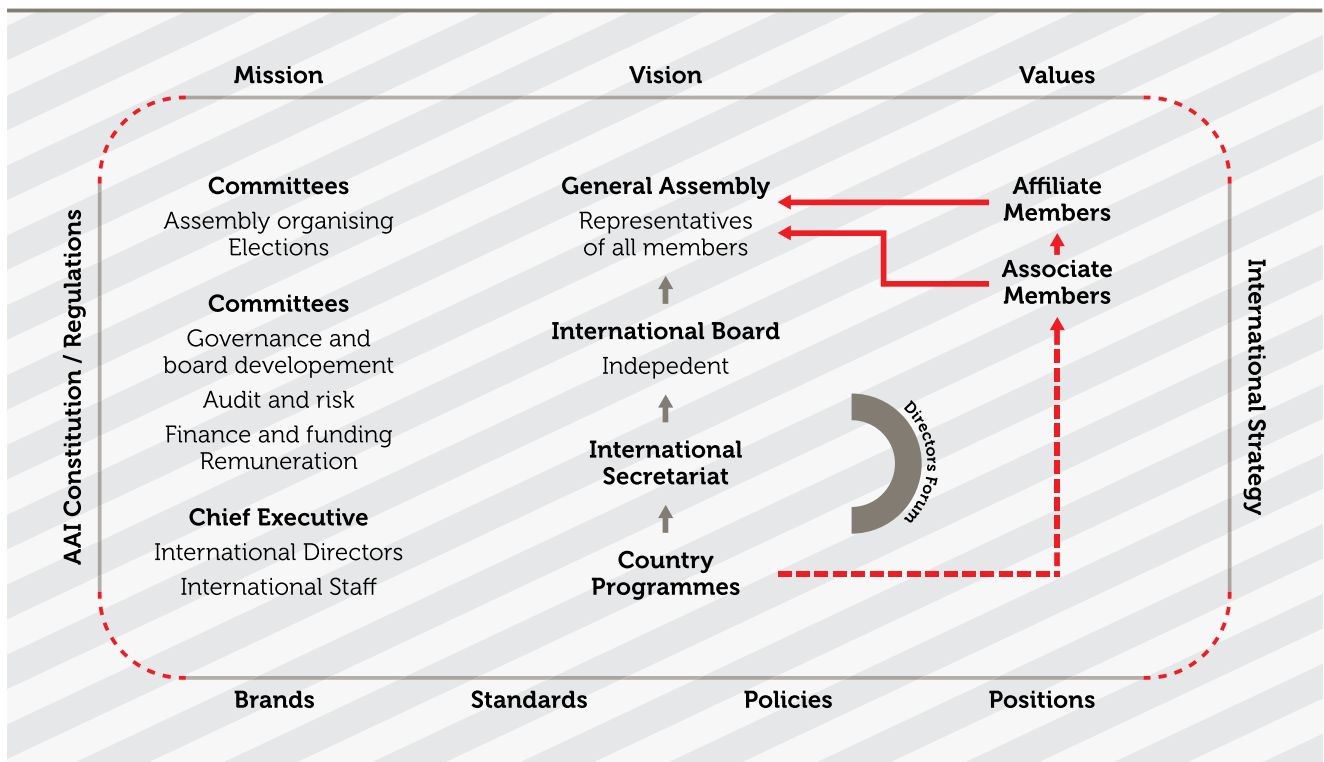


Figure 2: ActionAid Governance Diagram

In 2013, AAI completed a governance model review and took steps towards addressing the recommendations made in the review report. The report can be found here:

[http://www.hks.harvard.edu/var/ezp\\_site/storage/fckeditor/file/pdfs/centers-programs/centers/hauser/publications/reports/building\\_and\\_governing\\_a\\_democratic\\_federation\\_FINAL.pdf](http://www.hks.harvard.edu/var/ezp_site/storage/fckeditor/file/pdfs/centers-programs/centers/hauser/publications/reports/building_and_governing_a_democratic_federation_FINAL.pdf)

[http://www.actionaid.org/sites/files/actionaid/building\\_and\\_governing\\_a\\_democratic\\_federation\\_20june2013\\_-\\_copie.pdf](http://www.actionaid.org/sites/files/actionaid/building_and_governing_a_democratic_federation_20june2013_-_copie.pdf)

The report concluded that the process of internationalisation which AAI embarked on 10 years ago has been successful and that the systems which have been built along the way could benefit from simplification and alignment. It also concluded that while there are clear signs that the change has been positive on all levels, there is little conclusive evidence that it has increased programmatic impact within each country. To gather evidence, we launched a longitudinal study in one country to study the effects of internationalisation.

The highest governing body of AAI is the AAI Assembly, which is made up of representatives from all AAI member countries. They meet once a year at the annual general meeting. Apart from the evaluation of that meeting there is no regular evaluation of the Assembly's performance. However, the International Board (elected by the Assembly) conducts a self-review every year, usually with the support of an external facilitator. The results are translated into an action plan and progress is followed up at subsequent Board meetings and reviews. A set of governance standards that were developed in 2013 further underlines the need for a governing body to assess its performance on a regular basis.

Each member must comply with laws and regulations and each member is monitored through an Assurance Policy (2010)<sup>11</sup> which requires each member to report on its alignment to federal policies and national legislation.

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 Manual*<sup>12</sup> 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.



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<sup>11</sup> Although this policy is under the review and will be changed in 2015.

<sup>12</sup> [ActionAid International Governance Manual](#)

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

Each member of each governing body of the federation is obliged to declare any potential conflict of interest s/he may have as a Board member. Such declarations are made annually and include affiliation to political parties and other special interests. A code of conduct included in the *ActionAid International Governance Manual* also identifies how to deal with actual and potential conflicts of interest. Regular governance reviews would typically look at the conflict of interest register and see if it is up-to-date and is being used.

More in-depth governance reviews are also carried out as part of the organisational life cycle and they are described in the Accountability, Learning and Planning System (ALPS). The governance model review recommended that governance reviews be more in depth and consider not only Board performance but the whole governance arrangement of the organisation, including the extent to which the organisation is in compliance with relevant policies and requirements.

### 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 11 independent members in 2013.

## 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 described in ActionAid's Constitution<sup>13</sup>, 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 can include 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 provides a connection between governance and management. In some cases, SLT members attend as ex-officio members of the Boards/Assemblies where they may raise forthcoming issues and make recommendations to the Board. Some members of the SLT are secretaries to the Board sub-committees.
- 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 avenue for Country Programmes, which are not represented on the GA, to be heard.

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 and storing relevant documents. It is also useful for peer learning.

ActionAid has a Complaints and Response Mechanism Framework and Policy<sup>14</sup> which applies to all units of the federation, including the IS. Its purpose is to provide any stakeholder with a channel for complaints. The issue will then be investigated and appropriate action taken.

All members are required to perform a governance review annually. This review, usually facilitated by an external consultant at least every three years, is intended to assess the effectiveness of the governance structure and to provide employees with an opportunity to appraise and feed into the governance process.

Participatory review and reflection processes (PRRPs) also provide an opportunity for internal stakeholders to assess the effectiveness of governance bodies. PRRPs involve regular and ongoing 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.



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<sup>13</sup> [ActionAid's Constitution](#)

<sup>14</sup> [ActionAid's Complaints and Response Mechanism Framework and Policy](#)

## ActionAid Greece

A good example of a recommendation made to the Board and GA was the development of a micro-credit programme for people who face poverty and exclusion in Greece. Our GA had to take account of the economic developments in the country. The recommendation was in response to the increasing need to create opportunities for micro-credit (using a HRBA) as set out in the GA in agreement. During 2013, we began to collaborate with Adie, a microfinance organisation based in France, and we partnered with a new organisation called AFI. In 2014, together with AFI, we plan to launch a pilot in collaboration with Greek NGOs based in economically fragile communities.

## ActionAid Bangladesh

Recommendations were provided to the national Board regarding their involvement in fundraising and in public engagement.

AAB hosted the meeting of the Assembly Organising Committee and Election Committee of the federation in 2013. Mr Hafizuddin Khan, Treasurer of AAB's Executive Board, was the Convener of the GA, while AAB Board member Mr Monsur Ahmed Chowdhury was on the Election Committee. A Governance Review of the federation was carried out after the GA and 2013 Board Meetings (to which AAB made a significant contribution). AAB also made recommendations to the AAI Board through its national executive Board.

## ActionAid Mozambique

**AAMoz board:** the management of AAMoz asked the board to participate in setting plans and budgets and ensured that they were clearly understood by all. At the end of 2014 plans and budgets were approved by the national board.

**AAI board:** Since 2012, AAMoz has attended GA sessions. In the 2013 GA, AAMoz assessed proposals submitted for elections. Management provided information to enable the AAMoz board to make adequate decisions. The board chair then attended the GA and voted accordingly, clearly explaining reasons for supporting particular candidates. The chair of the board also contributed to the AAI board on other governance-related issues that were discussed in the Assembly.

**AAI GA:** during the 2013 GA the CEO resignation was discussed. The AAMoz board chair was nominated to be on the task force responsible for producing the report and she made a substantial contribution to the report. During the GA, the board chair also provided expertise to many of the discussions.

## 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
- CBOs, local and international NGOs
- 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

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

Guidelines for identifying and engaging with stakeholders are provided in ActionAid's ALPS (2011)<sup>15</sup> and Human Rights Based Approach (HRBA) Handbook, version 2.0. These guidelines along with ActionAid International Partnership Policy and Practice Framework (2009) set out the criteria for how to select and engage with stakeholders, partners and other actors<sup>16</sup>.

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 in the foreground. In a rights programme ActionAid does not typically partner with governments, but to achieve a common purpose ActionAid can sometimes 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 a partnership is agreed both parties sign a Memorandum of Understanding. Partnerships are reviewed regularly. Efforts are made to ensure that partners and ActionAid provide each other with feedback both in terms of working relationships and the 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 to achieve greater and lasting change.

In relation to other stakeholders, such as potential donors or sponsors, the ActionAid International Company Fundraising Policy<sup>17</sup> 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 knowingly sustain poverty compromise our ability to deliver our mission and live by our values."

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<sup>15</sup> [ActionAid's ALPS \(2011\)](#)

<sup>16</sup> Partnership Policy is being revised and will be taken to International Board for consideration and approval in June 2015.

<sup>17</sup> Full text of Policy available on the intranet or upon request



## 05 Performance Indicators

### Programme Effectiveness

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

ActionAid's organisational processes and planning cycles are designed to increase the influence and involvement of people living in poverty. It does this by developing plans, budgets and strategies at the grassroots level, using mechanisms such as transparency boards to provide information about money allocation and programme goals to ensure transparency. Programmes are designed with grassroots community involvement at all stages<sup>18</sup> – from the initial appraisal through the five-yearly strategic planning cycle and the annual planning and review cycle. This enables people living in poverty and other local stakeholders to feed into country strategies, which in turn influence ActionAid's overall strategy.

Annual plans and reviews guide the detail of work. PRRPs are held at all levels to ensure monitoring and learning. They are held at key times in the annual cycle (at least twice a year) to ensure 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 adherence to 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. External Audits are statutory for most of the ActionAid countries. Governance reviews of Board performance are also carried out by Affiliates and by ActionAid.

From 2014 ActionAid will launch bi-annual stakeholder expectation surveys to explore new ways of engaging stakeholders and improve accountability practices.

#### **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 and annual general meetings. In most countries, communities and partners also take part in decision making processes through participatory planning and budgeting and/or PRRPs. The type of information to be shared is described in our Open Information Policy<sup>19</sup>.

#### **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. In some cases examples describe situations in which ActionAid has acted as a facilitator in terms of channelling feedback from stakeholders to the authorities.

<sup>18</sup> ActionAid uses Reflection-Action methodology, enabling active involvement of the communities in the programme design process and at the same time, facilitating process of empowerment. Specific practical guidelines developed by the International Secretariat for employing this methodology are readily available for countries/members on the intranet. For more information, please [visit](#)

<sup>19</sup> [Open information policy](#)



## ActionAid Vietnam

Community and partners noted in the feedback that there was a regular delay in transferring funds to Local Rights Programmes (LRPs), which negatively affected the programme implementation. This issue was discussed at different forums both inside and outside ActionAid Vietnam (AAV). The senior management team made this issue a priority and simplified the fund remittance procedure to facilitate the budget transfer to LRPs. The new procedure on Fund Advance Request has been put in place guiding all AAV's staff and its partners on preparing, reviewing and approving funding requests for 2014 and beyond. At the same time, root causes of the problem were identified and discussed openly with our partners, and it was agreed that to save time, partners will try to improve the quality of their requests, using the correct data and report formats and providing supporting documents and information for AAV to review.

## ActionAid Zimbabwe

Local CBOs and ActionAid Zimbabwe (AAZ) partners raised the issue that the operational space for civil society in Zimbabwe is shrinking. This directly affects work that is focused on governance and accountability. Concern was expressed about the effectiveness of a HRBA approach to programming in such restricted environments as Zimbabwe.

AAZ facilitated a discussion between the national players about these complex issues:

- AAZ shared success stories and examples of community achievements involving a HRBA approach, for example the inclusion of national NGOs in the humanitarian platforms in the high court case about the pollution of the Save river by mining companies.
- AAZ responded by facilitating joint meetings with government authorities in all the districts in which they had partners. These tripartite meetings between ActionAid, the government and the partners paved way for partners to roll out activities that had previously been deemed sensitive.
- AAZ also shared its unique and detailed HRBA manual with likeminded NGOs (both international and local).

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

In ActionAid the meaning of 'feedback' and 'complaints' is quite distinct. Any communication from stakeholders is considered to be feedback unless it is "an external grievance made against ActionAid or more specifically against one of its employees, associated consultants or partners where the organisation has allegedly failed to meet a commitment"<sup>20</sup>. In this case it is considered to be a complaint. As we have already reported about engaging with stakeholders and feedback mechanisms in the NGO1, we will only address the complaints in this report.

In the annual reporting template 2013 we incorporated the broad categorisation of complaints by the source (people living in poverty, partners, local government, general public, donor, other NGO or INGO, etc.) and by the issue (programme, child sponsorship, use of funds, other finance related issues, etc.) in order to make clear the pattern and the type of complaints received in the ActionAid federation.



<sup>20</sup> [Complaints mechanism & Policy](#)

In 2013, 17 countries reported to have received and registered complaints. The number of complaints registered was relatively high in some countries: ActionAid Italy (54,000), ActionAid UK (720), Greece (395), Afghanistan (222), USA (150), Ireland (35), Netherlands (24) and Cambodia (19). It is important to note the context of each country we work in when considering complaints. The context includes the local culture and the business model of the ActionAid member. For instance, for some European funding affiliates, any phone call received from a supporter or child sponsor expressing the slightest dissatisfaction is registered as a complaint.

Of 39 countries, around 12 appear to lack either a formal or informal complaints procedure. However, country reports highlighted that the complaints mechanism is a natural part of the community engagement process as there is always an opportunity to discuss matters of dissatisfaction or to issue a complaint in community meetings. Only eight countries reported having a formal complaints mechanism, and 19 referred to employing an ad hoc informal gathering of complaints from various stakeholder groups.

### ActionAid Mozambique

In October Ms. X community member filed a complaint to a staff member about his behaviour in the community, particularly his relationships with women in the area where he lived. The complaint was directed to the head of programmes. After assessing the case the head of programmes discussed the case with the Country Director. A decision about what action should be taken was communicated to the HR coordinator. At a meeting the staff member was asked to change his behaviour and issued with a verbal warning. The staff member was told that if the situation persisted a written warning would follow. The community member who filed the complaint was informed about the investigation. Two months later Ms. X told the HR coordinator that the behaviour of the AAMoz staff member had improved and the case was closed.

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

The 'Peoples Action to End Poverty Strategy' had an impact on ActionAid programmes especially their approach to M&E. For instance the strategy includes quantitative targets about impact, uses a Theory of Change approach and critical pathways to articulate the change process. This means that ActionAid's strategy requires not only monitoring progress towards change, but also monitoring our approach to testing the application of the Theory of Change.

In 2013 ActionAid's efforts were centred on determining an approach to M&E that would be appropriate for monitoring such a strategy without compromising participatory approaches. We developed a global level M&E Matrix, which is a set of internationally agreed indicators (quantitative and qualitative, measuring both performance and change) that all countries can use. It will enable them to track progress at local level and demonstrate their contribution to internationally agreed strategic objectives. This approach was inspired by findings from an initial pilot of over 200 indicators. The 60 preferred indicators formed the basis of the Global Indicators for Global reporting.

Furthermore, ActionAid developed specific guidance for local level M&E planning to address the existing capacity gaps in designing the M&E systems, to support countries to embrace the quantitative approaches and to monitor their own performance. This work resulted in an increased number (from eight to more than 30) countries developing M&E frameworks in a coherent manner using standard operational definitions. These frameworks have all drawn the minimum number of indicators from the Global Matrix, which they will track together with the local country specific indicators.

The annual planning system has also been transformed to align with our Theory of Change and Global Matrix indicators. During planning, the online system asked countries to articulate what change they were aiming to achieve and how, and to set quantitative and qualitative targets. Results from this process were encouraging as we were able to build a coherent picture of how change would happen in practice and on what scale. However, so far, countries have found it challenging to articulate how all aspects (other than the 'traditional' empowerment activities) of the Theory of Change would be applied in planning.

In addition, the Evaluation and Accountability Unit started to implement foundational M&E training focused on improving the capacity of M&E focal persons in countries. In December, 26 M&E focal persons from across the Americas, Asia, Europe and Africa received their first training. There has also been capacity support to countries through visits from the Programme Development Unit to countries (for example Uganda, Zambia) to support programme design and to integrate appropriate M&E approaches.

In 2014 we will continue our effort to meet the following priorities:

1. Developing capacity in M&E and programme planning through training, peer support and E-learning.
2. Developing a tool kit for data collection and guidance on implementing functional M&E systems.
3. Developing a specific framework and guidance on M&E for campaigns.
4. Developing an evaluation policy and guidelines linking these specifically to accountability and learning.
5. Establishing the functional federation-wide network of M&E champions called EAGLEs (Evaluation and Accountability Global Leaders) to facilitate peer to peer support and learning across ActionAid.

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

Eight principles underpin ActionAid's HRBA. These principles contain a set of minimum standards including a programme checklist. These help to ensure that programme designs, implementation and M&E are consistent with the HRBA minimum standards.

Promoting equality and celebrating diversity are integral to the principles included in our strategies. These principles are embedded in our programmes and thematic work and how we apply them to our work is documented in our publications<sup>21</sup>.

### **ActionAid Bangladesh**

ActionAid jointly worked with Inclusion Initiatives for Special-needs Bangladesh (IISB) and the Asian Centre for Inclusive Education (ACIE) using photography as a medium for creating awareness about the inclusion of marginalised people (i.e. people with disabilities, ethnic minorities, people disadvantaged by gender or in other ways). We organised a photography competition and exhibition with a view to celebrating the International Day of Persons with Disabilities 2013. AAB significantly contributed to the photo competition and exhibition from the design phase through to the evaluations. At each step of the way, AAB tried to include all marginalised groups of children in education rather than including only the children with disabilities. AAB representative was on the editorial team that developed event publications and communication material and AAB's contribution was recognised formally.

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<sup>21</sup> [Childrens Rights Education Policy, Childrens Rights Education Success Stories](#)

## ActionAid Ghana

As part of Action for Children's Rights in Education project in Ghana, to address the challenges of inclusive education, we organised a range of activities including awareness-raising sessions and training workshops for teachers, parents and pupils. Around 3,600 people took part. These activities helped to bring about a change in attitudes and behaviour. One young boy in Ghana said "Children with disabilities should go to school. It is better because even such a child can become an important person in the future regardless of the disability".

The main target for this project were teachers. Forty teachers took part in the three-day workshop to develop their capacity to detect, assess and support children with mild forms of hearing and visual impairment. Training was carried out in collaboration with specialists from the Ghana Education Service, strengthening the working relationships between ActionAid, the local implementing partner and the Ministry of Education.

One pupil said to the project team "Learning is becoming easier and more interesting for me. I now realise I get a lot more attention from my class teacher than before. I am beginning to have confidence in myself"<sup>22</sup>.

## ActionAid Myanmar

A teenager from Kan Nat village, who is not able to walk without crutches after falling from a tree, told ActionAid: "Since my accident the living got even harder than before. I spent all my savings to cure my legs but it did not help. I had to let my sister and her husband work in Shwe Li (on the border between Myanmar and China) and took care of their children. I was also doing a small animal husbandry in my house. Then ActionAid came to my village and helped us with access to water. ActionAid also conducted trainings for self-help groups. Now I am able to pay back loans slowly. Plus, previously I was not invited to community meetings even though the meetings took place just round the corner of my house. Now they invite me, because I know accounting and I can help the self-help group. I am doing things not only for myself but for others too".<sup>23</sup>

## ActionAid Bangladesh

AAB introduced a 'Women-Led Emergency Response' model, where women in LRPs took on leadership roles in responding to humanitarian crises. ActionAid built community capacity through tools and techniques as well as resources, targeting local women in particular. These women then led needs assessments, negotiated recovery activities, procured essential materials and monitored overall implementation.

<sup>22</sup> Action for Children's Rights in Education: Making it Happen. Evaluation report, 2013.

<sup>23</sup> Action for Children's Rights in Education: Making it Happen. Evaluation report, 2013.

## NGO5: Process to formulate, communicate, implement, and change advocacy positions and public awareness campaigns<sup>24</sup>

Once ActionAid's international strategy has been approved, programme teams across the federation make proposals to the SLT about the campaigns they believe will best achieve the strategy objectives. 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 PRRPs by all countries and units participating in the campaign.

In 2013 ActionAid recruited a dedicated M&E advisor to work on campaigns and started developing the M&E frameworks for three multi-country campaigns. This initiative helps us to monitor progress against international campaigns objectives and enables the indicators to be contextualised for each country. This will result in more meaningful and coherent campaigns.

Our international campaigns are managed and monitored by steering groups involving both international and national staff. This process of annual review and reflection enables us to chart progress towards set targets and objectives or milestones reached. It also identifies areas where a shift in strategy may be required.

ActionAid's priorities in terms of policies and campaigns are based on our own and others' experience, and on knowledge and analysis. They are developed using agreed criteria which include quality research and analysis, accountability, awareness of our mandate, authority and legitimacy and the need to meet legal requirements. In addition, ActionAid has specific guidelines for conducting policy research and publishing external material, for signing off position papers and external communications.

Campaigns are based on research and analysis by ActionAid and each campaign goes through the following process prior to being approved:

- Proposals are assessed by a Technical Assessment Panel consisting of the International Head of Campaigns, International Head of Communications, International Fundraising Manager, an external 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 SLT.
- A policy and programme forum approves the final 'portfolio' of three campaigns following 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 SLT for approval, the ActionAid Board for endorsement and then to the Directors' Forum and GA 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 Land Rights.

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<sup>24</sup> The restructure of the International Secretariat and ways of working might have an effect on this process but we will report on these changes in the future reports.

## 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 a strong appraisal period prior to a decision being made about exactly how and when to embark upon a new area of work. During this appraisal period, other actors are identified and their activities considered in terms of 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 to achieve an in-depth understanding of an area. This includes finding out which other organisations are operating in the area and either complementing their work or ensuring that we do not duplicate efforts. Our evaluations and peer reviews also always specifically look at how well we have collaborated with and what we have learned from other actors.

### ActionAid India

**Cyclone Phalin** hit Odisha coast on 12 October, 2013. According to the Odisha State Government report on Phailin, 18,374 villages and 13,235,981 people in the state were affected. To date 21 casualties have been reported as a result of the cyclone and 23 due to the subsequent flooding. The total crop area damaged is 651,184 hectares. AA India responded to the disaster through a consortium of four other organisations led by AA India - ADRA, Christian Aid, Plan and Oxfam. Between 27-29 May, 2014, all the members came together to make a joint visit to their project areas and to learn from one another's interventions.

**Cyclone in Uttarakhand.** Heavy rains, coupled with cloudbursts in the northern hill state of Uttarakhand, Northern India started on 14 June, 2013 and continued for approximately 60 hours, causing mass flooding and landslides. The monsoon rains were early and powerful and devastated five districts, affecting an estimated 300,000 people. AAI coordinated its response with Plan, Care, Christian Aid, Oxfam, CRS, Caritas and CASA. Three coordination meetings were organised to discuss the integrated needs assessment and response strategy and to select target villages.

### ActionAid Jordan – Zaatari refugee camp distribution (Syria refugee response).

UNHCR recently suggested that NGOs should distribute to the entire camp, so ActionAid partnered with Norwegian Refugee Council to supply 50% of people in the Zaatari camp with winter items. In Q3 2013, AA Arab Region Initiative distributed 30,000 socks and 30,000 pairs of gloves to 12,220 families in Zaatari camp (along with NRC, under a winterisation programme which reached the same number of people).

### ActionAid Bangladesh

Received the UN Sasakawa Award along with other 10 INGOs for 'acting as one' under NARRI.



## 06 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 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 assesses, as part of its remit, 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.

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.

In 2013, the following were delivered:

- Revised standard Chart of Accounts developed.
- New planning approach implemented.
- Financial Systems:
  - Implementation roadmap defined
  - Financial systems competencies defined
  - Training manuals finalised



During 2014, ActionAid's focus will be on:

**Priority 1 - Chart of accounts confirmed and approved**

Improving the quality of financial information that is delivered to both our key internal and external stakeholders, and in doing so strengthening our financial accountability and transparency.

**Priority 2- Aligned planning and reporting**

Ensuring that we collect financial information that answers key questions around financial sustainability, resource allocation, financial performance and financial health.

**Priority 3 - Implementation of Chart of Accounts**

*For countries that use the common accounting package:* implementing a chart of accounts and consistently configuring our financial systems to maximise functionality and minimise manual work.

Supporting countries that use alternative accounting packages to implement the Chart of Accounts.

**Priority 4 - Financial systems strategy defined and roadmap agreed**

Understanding the organisation's financial information needs and creating a plan that will deliver the infrastructure to support this.

**Priority 5 - Financial Management Framework completed and rolled out**

Articulating a set of clear policies that are well understood in order to clarify minimum standards that help deliver financial control.

**Priority 6 - Treasury Management model finalised and approved**

Maximising the return on cash resources, whilst minimising the risk and cost of this.

**Priority 7 - Continuation of change programme within the International Secretariat**

Reengineering certain processes within the IS that improve the efficiency of the IS and the wider organisation.

Furthermore, ActionAid made progress towards strengthening organisational contract management capacity.

In 2013 we developed a Contract Management Database and rolled it out as an interim system while we worked on a long term Contract Management System. The database was developed on the SharePoint platform and implemented on ActionAid's Hive intranet. It captured details of all restricted contracts across the federation enabling us to keep track of restricted income secured and contract management obligations. ActionAid also continued inception workshops for new major contracts. These workshops focus on helping project staff interpret and understand donor contract rules and set up systems to effectively implement contracts including budget monitoring, procurement and reporting. Staff members were also supported to resolve specific issues including preparing for and executing project audits. As a result, we have seen reduced instances of disallowed donor expenditure and better performance in project audits.

For 2014 ActionAid's major project is developing a global Contract Management System (CMS). The CMS project aims to deliver a harmonised set of contract management 'business' processes, adopted throughout the federation, that manage restricted funds through their entire lifecycle – from planning to closure. These business processes will be supported and driven by a new online, web-based and global IT system, serving as the primary platform on which all ActionAid countries will manage restricted funding. We have already developed the Business Requirements Specification and expect to launch a Request for Proposals in December or early January 2015. The focus in 2015 will be system development and testing as well as training in the new business processes. The system is expected to go live in June 2016. We are expecting this to be a huge step change in enabling ActionAid to effectively and efficiently track and manage compliance and accountability for restricted funds.



## 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

<b>Five largest Official Donors - 2013</b>	<b>€000</b>
Government of Denmark	35 401
European Union	10 250
Government of United Kingdom	6 698
United Nations - World Food Programme	3 872
Government of Netherlands	2 239

<b>Five Countries with the largest contributions from Individual Donors</b>	<b>€000</b>
UK	43 023
Italy	40 503
Greece	8 107
Sweden	3 534
Brazil	2 393

<b>Funding Sources</b>	<b>€000</b>
Voluntary	147 479
Official	65 670
Investments	765
Other	11 265

## 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 employees – from junior staff to senior management – are local people. Most members of the local national Boards are nationals of the respective country<sup>26</sup> 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 SLT. All other contracts are on either international plus or national plus terms and conditions. The number of expatriate contracts in 2013 was 43 out of 2982 staff, with the following breakdown: two full international expatriate, 41 other partially expatriate contracts.”

<sup>26</sup> However, in some cases, mostly in Europe, if local legislation allows, national boards encourage participation from the other countries as well.

## 07 Environmental

In the last report (2012) data for the environment section was analysed and divided into two broad categories: direct and indirect emissions, organised as follows:

**Scope 1:** All direct greenhouse gas (GHG) emissions.

**Scope 2:** Indirect GHG emissions from consumption of purchased electricity, heat or steam.

**Scope 3:** Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities not covered in Scope 2, outsourced activities, waste disposal.

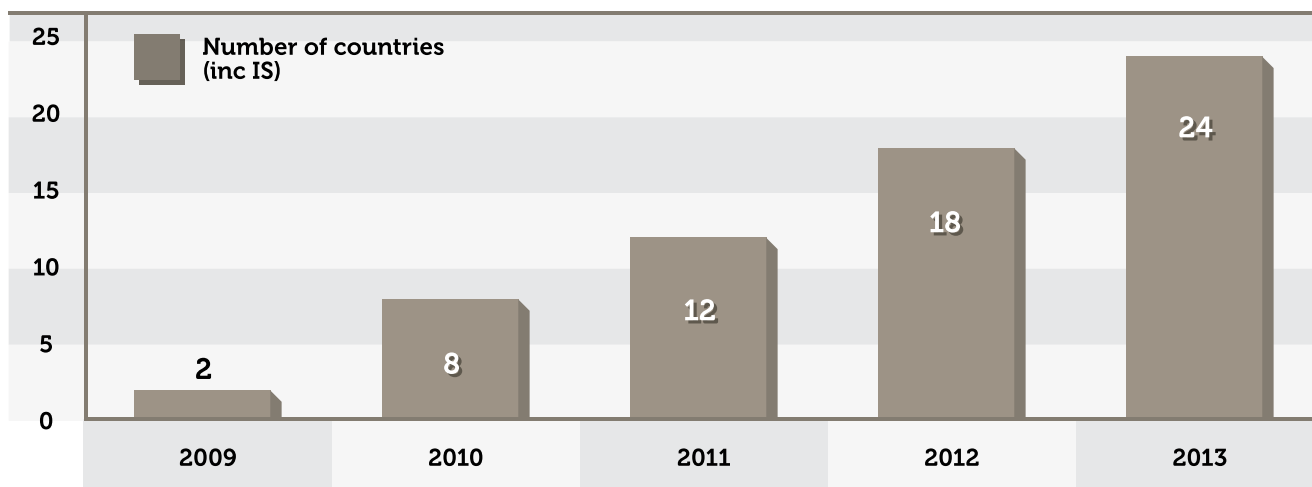
In 2012 ActionAid measured the operational GHG emissions of the IS and 17 member countries. ActionAid refers to each of the national members and the secretariat as 'units', so in 2012 we reported on a total of 18 units. For 2013, we expanded our reach and collected carbon footprint data from 24 units.

### EN16: Total direct and indirect greenhouse gas emissions by weight

Over the past three years, ActionAid has become more and more conscious of measuring and reducing its negative environmental impacts. There has been significant progress in expanding this work over the last three years: 24 units reported their 2013 emission data, compared with 12 reports in 2011.

Please note that the six offices of the IS are considered as one unit when reporting CO<sub>2</sub> emissions.

### Dynamic of country reporting of emission data



The figures obtained were from the accumulation of direct and indirect emission of energy data (see annex 2 for the details). The data on carbon emission is obtained through a systematic approach. ActionAid has its own Green Action Sustainability data collection form divided into four sections: offices, vehicles, travel, and paper. Each reporting office submits data (validated through invoices and other relevant documents) for the entire calendar year. The data is then sent to a central database and is used to assess environmental impact and calculate the unit's operational impact.

ActionAid carbon emissions in 2013 (all direct scope 1) were calculated following the Greenhouse Gas Protocol (GHGP). 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, *CO<sub>2</sub> Emissions from Fuel Combustion 2013* except for Burundi, the Gambia, Rwanda, Sierra Leone and Uganda, which were sourced from Carbon Monitoring for Action, *CO<sub>2</sub> Emissions per Region*.

Please note that data for six of these countries (Burundi, Cambodia, Myanmar, Senegal, Sierra Leone and Zimbabwe) is incomplete and represents only partial measurement of their operational impact. This is due to new Green Champions being in place in each of these countries, who are still working out the most effective way of collecting this data. All of these offices should have more comprehensive data to report next year, for the 2014 report.

The five aspects for which data were collected are: purchased electricity, generator fuel, vehicle fuel, paper use and air travel. Data on fugitive coolant emissions were not collected for 2013 because it has proved too difficult for staff working in field offices to accurately track the quantities of coolant used each year. Green Champions will look into improving the data collection system for coolants in future years.

Data used to calculate GHG 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 are 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.

ActionAid's Organisational Effectiveness Directorate is working with the countries to understand the challenges they face in data collection and reporting. Based on their feedback and suggestions, ActionAid will develop new guidelines with a common format for data collection, verification and reporting, which will be operational from early 2015.

A table representing the carbon emissions across the reporting units is in annex 2 of this report.

## **EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved**

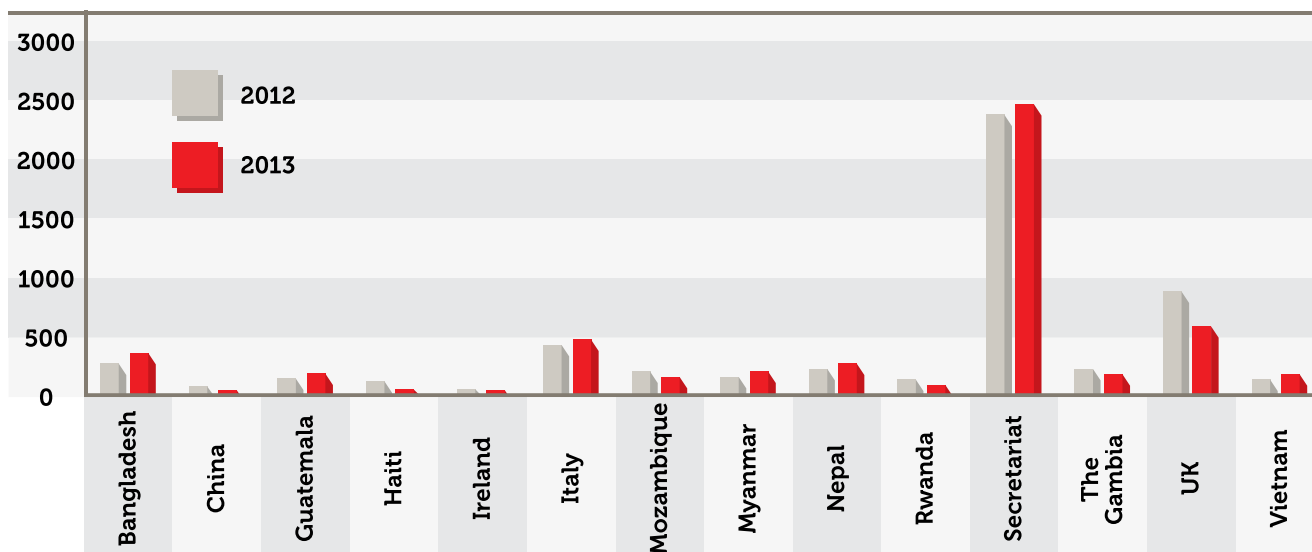
ActionAid is developing new guidelines for data collection and reporting countries' emissions. A system of data collection and reporting was developed in 2010.

In terms of the reduction of emissions, ActionAid staff members around the world are encouraged to ask themselves the following questions:

- a. What are the measures or alternative pathways we can take to reduce emissions without hampering the programme?
- b. What do we need to change to implement the actions?

ActionAid has got six country data showing a three-year dynamic regarding the emissions associated with the major four units (office energy, paper, local travel and air travel). Although we have reduced emissions by 25% since 2011, there was an increase (18%) in 2013 compared to 2012 figures. This is mostly due to an increase in air travel. There are a number of reasons for this – increased engagement at policy level especially around Post 2015 discussions. However, it is important to note that such variations could be due to different methodologies used for data collection and analysis as well.

## Country Programme (including IS) shows the variance of 2012 and 2013 emissions



ActionAid in 2013 emitted about 6,000 tonnes of CO<sub>2</sub>e. Compared with global emissions of 36,000,000 thousand tonnes of CO<sub>2</sub>, ActionAid's emissions seem insignificant. However, we believe that it is important that the ActionAid federation takes action to reduce emissions. ActionAid is in the process of adopting the 4R approach (Refuse, Reduce, Reuse and Recycle) as well as voluntary offsetting<sup>27</sup> to safeguard the environment from our operations. ActionAid is investing in video conferencing which will allow the organisation to reduce the number of flights. ActionAid's investment in community forestry in countries like Bangladesh will not only draw CO<sub>2</sub> from the atmosphere but will also benefit communities. However, currently there is no globally agreed method of accurately calculating the amount of CO<sub>2</sub> offset by tree-planting, and so we do not account for this in our reporting.

In addition, following feedback from the IP about last year's report, ActionAid invited countries that are taking measures to calculate and reduce emissions from their operations to provide some examples:

- The IS introduced a Travel Centre in mid-2013 – an online form which all IS staff have to use to get permission for travel. This system generates a report which is sent to the ticket vendor. The vendor provides an overview of how much CO<sub>2</sub>e that particular journey/flight will produce, which helps in making decisions about the best mode of travel.
- ActionAid Guatemala has a Green Action policy and a range of carbon-saving actions have been taken: the installation of energy-saving lighting, paper consumption was reduced, vehicle-sharing was increased, and air travel was reduced.
- ActionAid Haiti power off their air-conditioning before leaving the office and only uses the generator when it is really necessary.
- ActionAid Mozambique use eco mode on all their equipment where possible.
- ActionAid Myanmar increased the use of public transport and recycled paper for official work.

<sup>27</sup> ActionAid is a voluntary organisation working with the poor and vulnerable. The interventions ActionAid takes are mostly focusing social, economic and environmentally beneficial work. In addition, AA mostly operates in least developing countries where per capita emission is negligibly low therefore it is not mandatory for most of the AA country programmes / AA as a federation to offset its emission. However, to ensure we walk the talk, AA is taking the offsetting programme voluntarily.

- ActionAid Pakistan took steps to reduce their travel footprint. For this purpose meetings over Skype and through other IT solutions are promoted. During 2013 there was a 21% reduction in travelling expenses compared to 2012. Similarly paper printing was reduced by 7 % during 2013.
- ActionAid Italy moved from coal/fuel based power to hydro power for office use.
- ActionAid UK and ActionAid Australia moved to a facility that is energy efficient (i.e. lights are attached to a sensor system which goes off when there is no-one present)

A number of country programmes are now running internal awareness programmes on green offices and operations.

In addition, our expectation is that new ways of working and the restructure of the IS will reduce ActionAid's overall emissions, especially those of the Secretariat from 2015 when the new structure settles and begins to operate.

## **EN26: Initiatives to mitigate environmental impact of products and services**

ActionAid is a not-for-profit organisation and works with people living in poverty to ensure their socio-economic development. In general, ActionAid projects (where directly related to the environment – livelihoods, land use) focus on improving the ecosystem and reducing land and other natural resource degradation. However, ActionAid does not yet follow a formal procedure for conducting environmental impact assessments of programmes and projects across the federation.

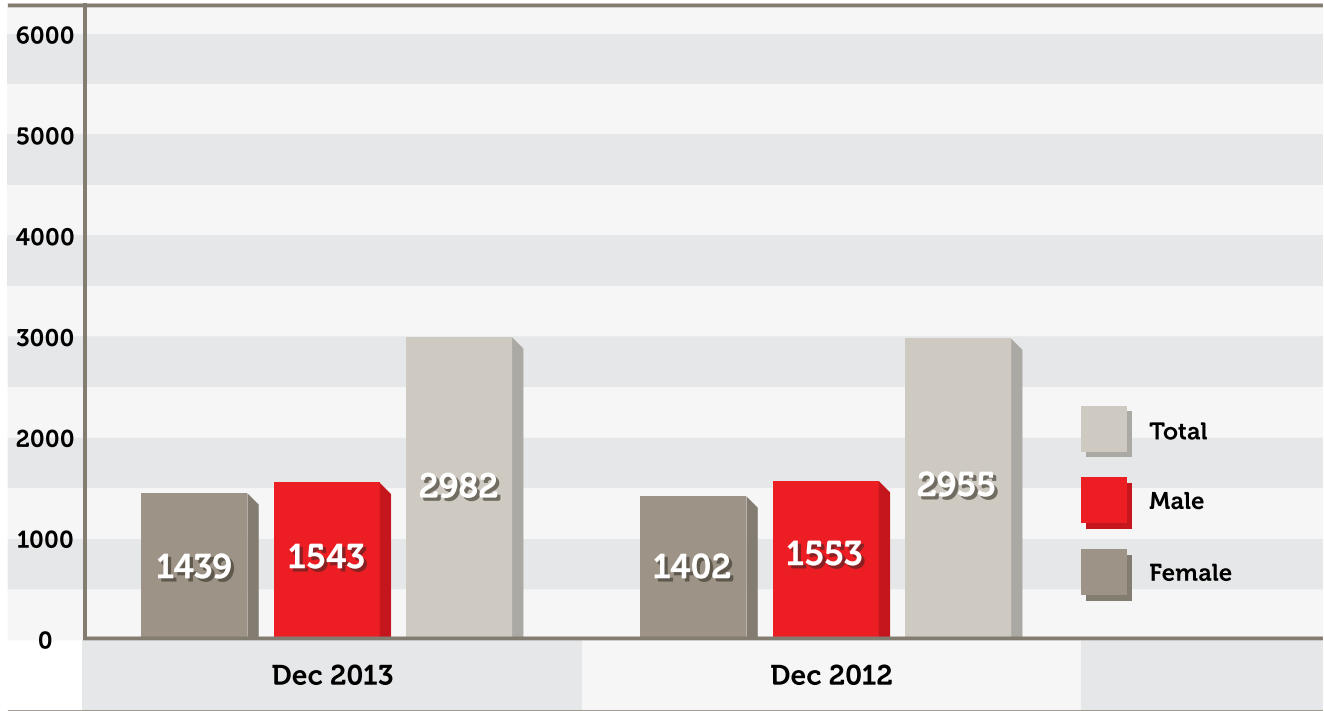
We are developing our position paper on Value For Money (VFM) and how to enable ActionAid members to make sound judgements on delivering the best VFM to people living in poverty. In this draft position paper environmental impact is set out as one of the VFM drivers and factors. This means that in future ActionAid could start piloting VFM assessments that include environmental impact and this will become a factor in making decisions about VFM. It is important to note that this work is still in its initial stages. We recognise that in a diverse federation like ActionAid, in the immediate future (2015-16) it may only be possible to organise pilot projects on how to include environmental impact in VFM decisions. Consistent application of this practice across the globe will take some time.

## 08 Social

### LA1: Total workforce by gender

Total headcount of staff in ActionAid by December 2013 was 2982 compared to the 2955 in 2012. Number of female staff members increased by 37, while the number of men employed decreased by 10 during this period.

#### Headcount Split by Gender (2012 vs 2013)



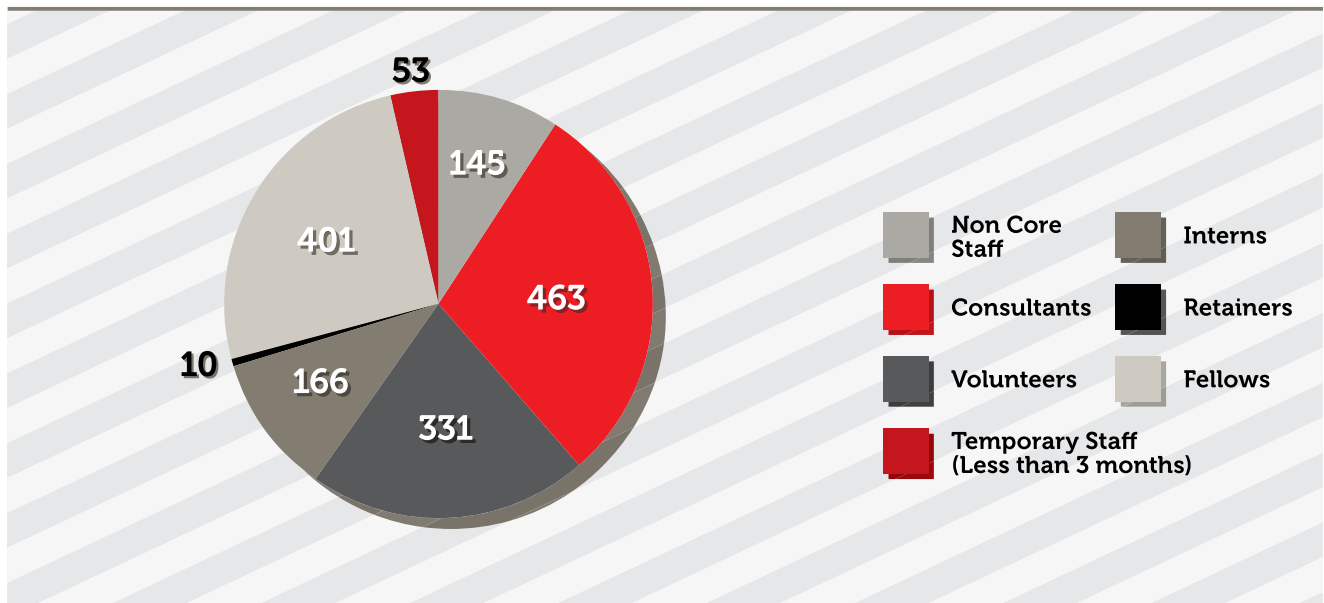
#### Methods of Calculation

The headcount for the 2013 Year End is calculated at an average rate from January to December 2013.

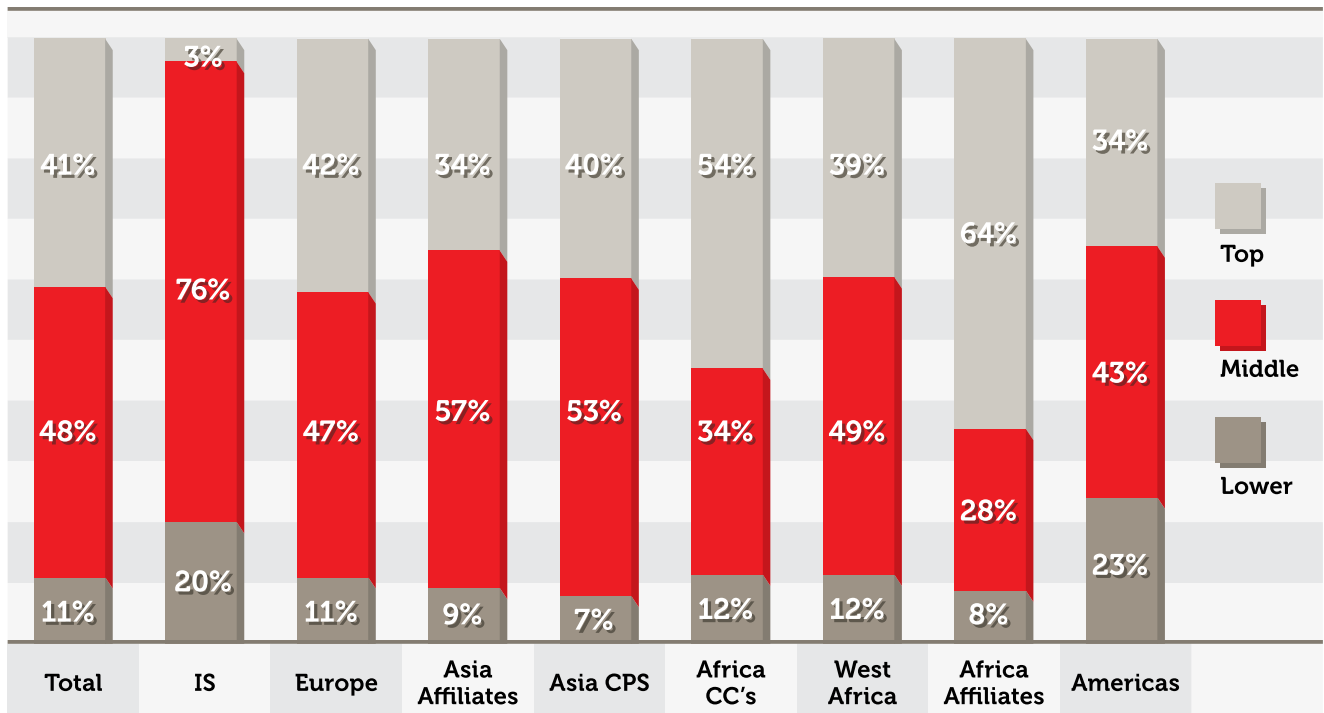
The total Headcount as at 31 December 2012 was indicated at 2995.

The December 2012 headcount was calculated as actual and not average.

#### Headcounts for other categories of Staff



## Headcount by Cluster Level %



## ActionAid Staff Head Count for 2013

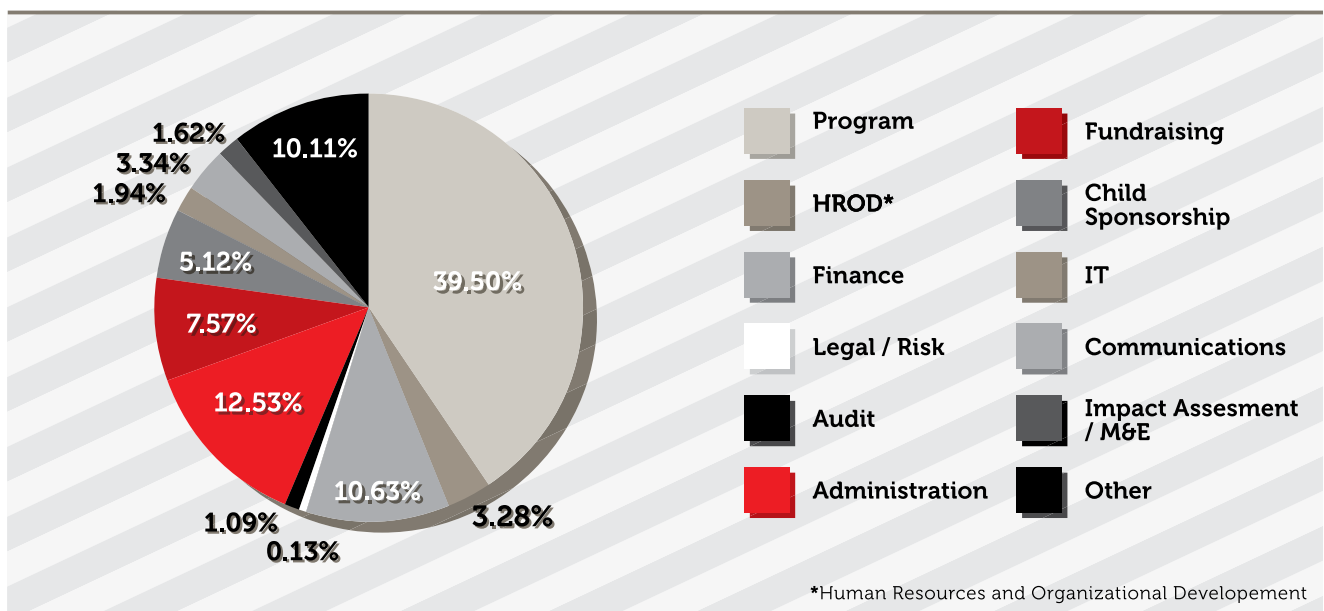


Figure 5: ActionAid Staff head count for 2013

## 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 with these standards.

As an illustration, ActionAid UK has a staff grievance policy in place which is managed by the HR 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 policy<sup>28</sup> 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 victimisation 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<sup>29</sup>:

- ActionAid's Whistle Blowing Policy
- 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 HR practices and processes 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. A good audit result is necessary to qualify for the PIA QM - II accreditation.

## LA10: Average hours of training per year per employee by employee category

Our research and observation of the current trends suggests that most best in class organisations have moved away from maintaining 'training man days' as a training index.

Instead, they have started looking at training spends and per unit staff training costs, as well as post training effectiveness plans and indices. In addition, the 'man day' definition makes an assumption of each day's training equivalent to eight hours, and thus the focus is on quantitative hours rather than the quality of the training. We believe that man hours can be misleading especially if staff attended meetings which had a functional/domain expertise training as a sub section, as these would some-

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<sup>28</sup> [Whistle Blowing policy](#)

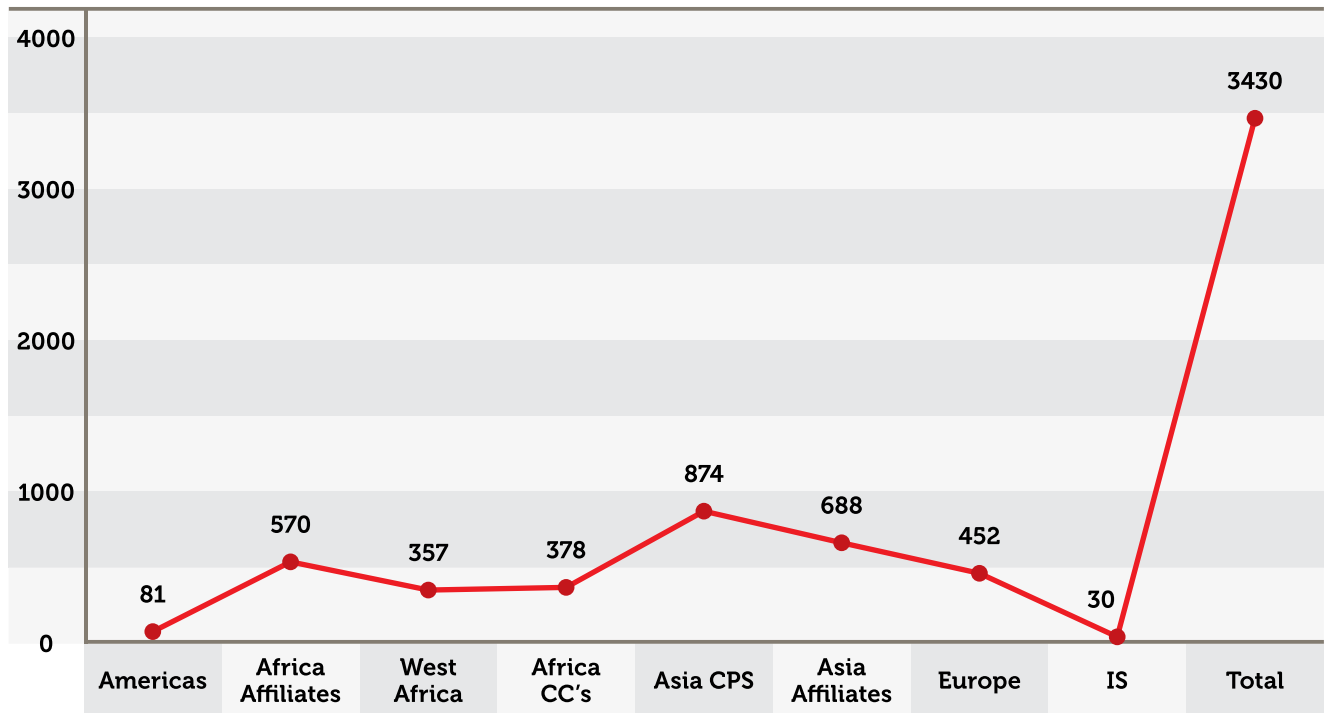
<sup>29</sup> [HR Staff Handbook](#)



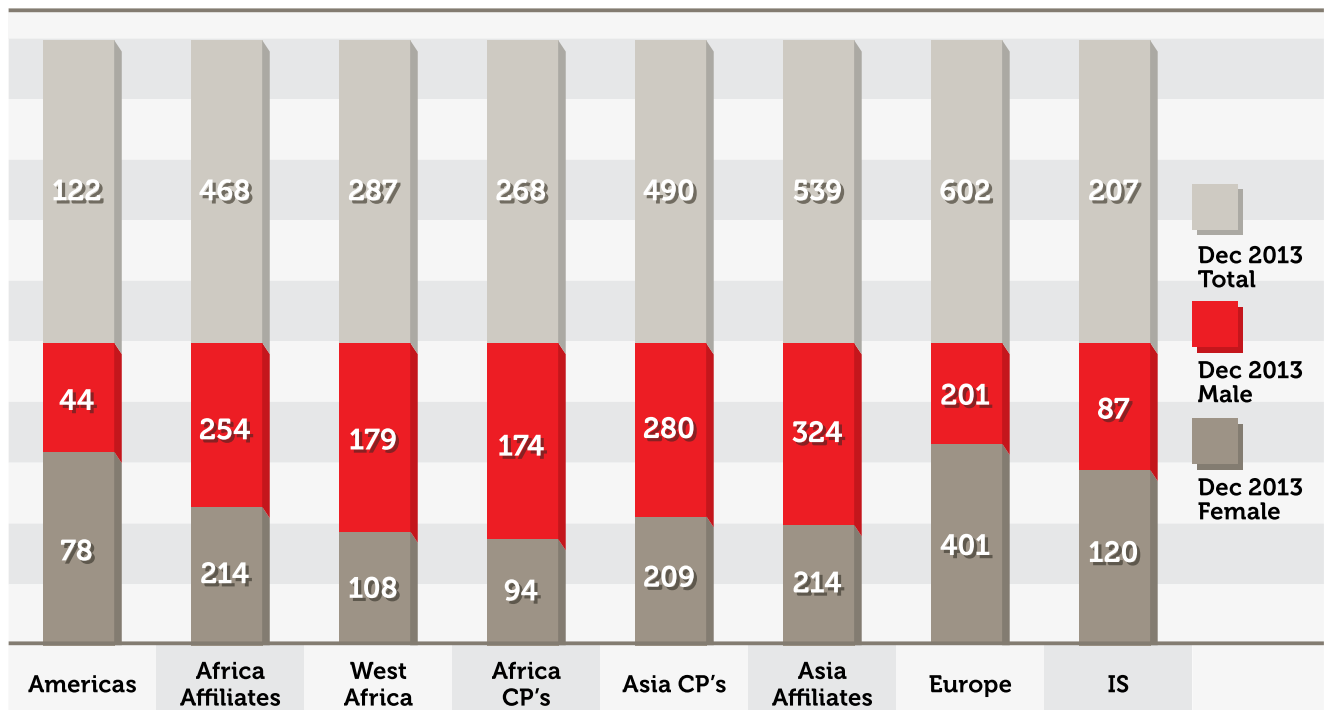
times get counted as 'training man days'. Therefore, we collect the full data on number of staff trained across the federation, total cost of staff training, percentage of staff training cost to total staff cost ratio, per unit cost spent on staff.

Our global human resource standards provide for each staff member to spend at least five days on capacity development per year. The total number of staff in ActionAid in 2013 was 2982; the total number of staff trained was 3430. The reason why the latter exceeds the former is that in some regions some staff members attended more than one training (please see pictures below).

### Number of Staff Trained



### Headcount Split by Gender



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

Performance reviews are reported on and tracked for all IS and federation staff. In 2013, 77% of the federation staff (70% of IS) completed performance management reviews based upon 360 performance assessment dialogues. In addition, all directors of Country Programmes receive a 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.

Performance review completion rate in 2012 was higher (93%). Mostly this decrease was due to some changes in the IS structure and the transitional arrangements made due to the ActionAid Chief Executive leaving in the middle of 2013.

## **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 six men and five women (one of whom is the Chair of 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 AAI IS in 2013. Among AAI's criteria for selecting assembly members was the following appeal for 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."

Country Name	Number of FEMALE Board Members	Number of MALE Board Members	Total	% Female	% Male	
Australia	4	5	9	44%	56%	
Bangladesh	6	4	10	60%	40%	
Brazil	6	5	11	55%	45%	
Denmark (MS)	8	5	13	62%	38%	
France (Peuples Solidaires)	13	10	23	57%	43%	
Ghana	9	5	14	64%	36%	
Guatemala	4	3	7	57%	43%	
Hellas	5	2	7	71%	29%	
India	6	5	11	55%	45%	
Ireland	2	4	6	33%	67%	
Italy	3	5	8	38%	63%	
Kenya	6	6	12	50%	50%	Used 2012 data
Malawi	5	5	10	50%	50%	
Mozambique	8	3	11	73%	27%	
Nepal	4	4	8	50%	50%	
Netherlands	5	1	6	83%	17%	
Nigeria	6	7	13	46%	54%	
Sierra Leone	7	5	12	58%	42%	
Sweden	4	5	9	44%	56%	Used 2012 data
Tanzania	5	5	10	50%	50%	
Thailand	4	7	11	36%	64%	
The Gambia	9	3	12	75%	25%	
Uganda	7	3	10	70%	30%	
UK	5	3	8	63%	38%	
USA	6	6	12	50%	50%	
Zambia	8	2	10	80%	20%	
<b>TOTAL</b>	<b>155</b>	<b>118</b>	<b>273</b>			
<b>%</b>	<b>57%</b>	<b>43%</b>				
Information above is based on Membership Register updated by Governance Unit in August 2014						

## 09 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.

Our new (2012) Country Entry and Exit policy<sup>30</sup> describes the following potential ways of ActionAid's entry to the country:

a) Short-term or long-term entry: ActionAid can enter a country either as part of the organisation's long-term growth strategy as defined in the International strategy, or to do work on a short-term basis, mainly in response to major/red-alert emergencies which have an impact on substantial populations across a country/countries.

b) Short-term entry to respond to emergencies will be done mainly through local partners where credible organisations exist. Short-term engagement in response to disaster and emergencies will clearly state withdrawal at the end of the project within a period of three years. This timeframe allows for emergency response and recovery interventions to be completed.

c) Short-term engagement in responding to red-alert emergencies will be approved by the International Board. Given the urgency to begin a response in emergencies within hours, communication and agreement between the Chief Executive and the Chair of the International Board will be adequate to approve an emergency response.

d) Long-term presence: Planned entry into new countries for the long-term will be guided by the ActionAid strategy. The expansion framework and operational plan will be approved by the International Board. Decisions on entry into new countries/territories will be made by the International GA following a motion by the International Board.

e) Full appraisal of a proposed country will be carried out according to the guidelines in ALPS for Country appraisal, applying the criteria set out in People's Actions to end Poverty (International Strategy), for the shortlisted countries. A matrix of criteria, indicators and tools/means of verification will be developed and agreed to inform the appraisal process by the review teams.

Policy also states that whether planned or forced exit, AAI will exit from a country respectfully by consulting and communicating with all stake holders in time; respecting the legal and contractual obligations with governments and donors; providing counsel and support to staff and ensuring all risks related to the exit are mitigated and no liability ensues from the processes of exit.

### SCO3: Anti-corruption training

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 operationalised 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.

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<sup>30</sup> Full text of the policy is available upon request or in ActionAid intranet.

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

## Annex 1: ActionAid National Offices Globally

Country	Membership status	Address
<b>Afghanistan</b>	Country Programme	1117, 5 Qala-i-Fatullah street, Kabul, Afghanistan
<b>Australia</b>	Affiliate	69-71 Parramatta Road, Camperdown NSW 2050, Australia
<b>Bangladesh</b>	Associate	8, 136 Gulshan 1 Road, Dhaka 1212, Bangladesh
<b>Brazil</b>	Affiliate	Rua Morais e Vale, 111 / 5 andar Centro, Rio de Janeiro, RJ – CEP, 20021-260, Brasil
<b>Burundi</b>	Country Programme	Avenue de France, No. 703; P.O. Box 2170 Bujumbura, Burundi
<b>Cambodia</b>	Country Programme	69, 242 Sangkat Chaktomu Street, Khan Daun Penh, P.O.Box 66, Phnom Penh
<b>China</b>	Country Programme	Room 7M, Building 7 (south tower) Ju Long Garden, Dong Cheng District Beijing 100027, China
<b>Congo (DRC)</b>	Country programme	Avenue de la Corniche, Quartier les Volcans, no 37, Goma, DRC
<b>Denmark</b>	Affiliate	Fælledvej 12, 2200 Kbh N
<b>Ethiopia</b>	Country Programme	P.O. Box: 1261, Ethiopia
<b>France</b>	Associate	2B, rue Jules-Ferry – 93100 MONTREUIL, Paris, France
<b>Gambia</b>	Associate	PMB 450, MDI Road, Kanifing
<b>Ghana</b>	Affiliate	13 La Tebu Street, East Cantonments, Accra – Ghana
<b>Greece</b>	Affiliate	52, Falirou str, 11741 Athens, Greece
<b>Guatemala</b>	Affiliate	25, Avenida 1-94 Zona 7, Colonia Altamira, Guatemala 01007
<b>Haiti</b>	Country Programme	6, Impasse Candelon, Delmas 48, Port-au-Prince, Haiti HT00
<b>India</b>	Affiliate	R-7, Hauz Khas Enclave, New Delhi - 110 049
<b>Ireland</b>	Affiliate	Unity Building, 16-17 Lower O'Connell Street, Dublin 1
<b>Italy</b>	Affiliate	Via Giuseppe Broggi, 19/A – Milan, Italy
<b>Kenya</b>	Affiliate	P.O. Box 42814-00100. Nairobi, Kenya
<b>Lesotho</b>	Country Programme	Dolphin House, Annex 1 Motsoene Road, Industrial Area, Maseru
<b>Liberia</b>	Country Programme	D-44 Oldest Congo Town Adjacent Winner's Chapel Church, Monrovia, Liberia
<b>Malawi</b>	Affiliate	Casa De Chez building, 2nd floor, City Centre, East Wing, P.O. Box 30735, Lilongwe 3
<b>Mozambique</b>	Associate	208 Rua Comandante João Belo, Maputo – Moçambique
<b>Myanmar</b>	Country Programme	No. (1), Win Ga Bar Road, Shwe Gone Daing, Bahan Township, Yangon, Myanmar
<b>Nepal</b>	Associate	GPO Box 6257, Apsara Marga, Lazimpat, Kathmandu, Nepal
<b>Netherlands</b>	Affiliate	Postbus 10707, 1001 ES Amsterdam, The Netherlands
<b>Nicaragua</b>	Country Programme	Casa otro Mundo, Bolonia, Óptica Nicaragüense, 1 c. arriba, 1 1/2 c. al Sur
<b>Nigeria</b>	Affiliate	Plot 590, Cadastral Zone, 2nd Floor, NAIC Building Central Area, Garki, Abuja, Nigeria

Country	Membership status	Address
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

## Annex 2: Direct and indirect greenhouse gas emissions GRI - Global Reporting Initiative 2013

Country	Emission Type	Aspect	Type	Emissions (MT CO2e)
International Secretariat	Indirect	Purchased Electricity	Purchased	125.61
	Direct	Generator Fuel		2.67
	Direct	Vehicle Fuel	Combustion	1.94
	Indirect	Paper Use		5.62
	Indirect	Air Travel		2,335.70
Bangladesh	Indirect	Purchased Electricity	Purchased	100.43
	Direct	Vehicle Fuel	Combustion	61.52
	Direct	Generation of electricity	Combustion	13.94
	Indirect	Paper		18.74
	Indirect	Air Travel		147.32
Burundi	Indirect	Purchased Electricity	Purchased	0.13
	Direct	Generated Fuel		11.95
	Direct	Vehicle Fuel		34.82
	Indirect	Paper Use		2.08

Country	Emission Type	Aspect	Type	Emissions (MT CO2e)
<b>Cambodia</b>	Indirect	Purchased Electricity		19.76
	Direct	Generator Fuel		0.13
	Direct	Heating/Cooking Fuel		0.81
	Direct	Vehicle Fuel		1.04
	Indirect	Paper Use		0.40
	Indirect	Air Travel		48.07
<b>China</b>	Indirect	Purchased Electricity	Combustion	8.17
	Direct	Generator Fuel	Purchased	0
	Direct	Heating/ Cooking Fuel		0.22
	Indirect	Paper Use		0.41
	Indirect	Air Travel		40.45
<b>Guatemala</b>	Indirect	Purchased Electricity		5.97
	Direct	Generator Fuel		0
	Direct	Vehicle Fuel		18.70
	Indirect	Paper use		9.07
	Indirect	Air Travel		104.62
<b>Haiti</b>	Indirect	Purchased Electricity		1.48
	Direct	Generator Fuel		21.68
	Direct	Vehicle Fuel		12.16
	Indirect	Paper Use		1.21
	Indirect	Air Travel		4.47
<b>Ireland</b>	Indirect	Purchased Electricity	Purchased	10.62
	Direct	Generator Fuel		0
	Indirect	Paper Use		0.09
	Indirect	Air Travel		23.99
<b>Italy</b>	Indirect	Purchased Electricity	Purchased	42.26
	Direct	Generator Fuel		0
	Direct	Heating/ Cooking Fuel		33.84
	Indirect	Paper Use		115.27
	Indirect	Air Travel		280.85
<b>Mozambique</b>	Indirect	Purchased Electricity	Purchased	0.09
	Direct	Generator Fuel		0
	Direct	Heating/ Cooking Fuel		0.36
	Direct	Vehicle Fuel		89.24
	Indirect	Paper Use		5.35
	Indirect	Air Travel		101.93
<b>Myanmar</b>	Indirect	Purchased Electricity	Purchased	24.31
	Direct	Generator Fuel		18.50
	Direct	Vehicle Fuel		30.73
	Indirect	Paper Use		11.59
	Indirect	Air Travel		80.86
<b>Nepal</b>	Indirect	Purchased Electricity	Purchased	0.04
	Direct	Generator Fuel		11.50
	Direct	Heating/ Cooking Fuel	Combustion	0.96
	Direct	Vehicle Fuel		39.16
	Indirect	Paper Use		3.14
	Indirect	Air Travel		207.51



Country	Emission Type	Aspect	Type	Emissions (MT CO2e)
Pakistan	Indirect	Purchased Electricity		66.93
	Direct	Generator		12.34
	Direct	Vehicle Fuel		35.25
	Indirect	Paper Use		2.26
	Indirect	Air Travel		20.66
Rwanda	Indirect	Purchased Electricity	Purchased	4.06
	Direct	Generator Fuel	Combustion	0.89
	Direct	Vehicle Fuel		37.88
	Indirect	Paper Use		2.25
	Indirect	Air Travel		25.27
Senegal	Direct	Vehicle Fuel		3.47
Sierra Leone	Indirect	Purchased Electricity		1.85
	Direct	Generator Fuel		20.03
	Direct	Vehicle Fuel		7.21
	Indirect	Paper Use		0.09
The Gambia	Indirect	Purchased Electricity	Purchased	55.03
	Direct	Generator Fuel		20.72
	Direct	Vehicle Fuel		47.63
	Indirect	Paper Use		2.28
	Indirect	Air Travel		58.51
The Netherlands	Indirect	Purchased Electricity		15.50
	Direct	Generator Fuel		0
	Direct	Heating/ Cooking Fuel		18.56
	Indirect	Paper Use		3.10
	Indirect	Air Travel		62.55
Uganda	Indirect	Purchased Electricity		3.72
	Direct	Generator Fuel		0
	Direct	Vehicle Fuel		94.92
	Indirect	Air Travel		139.04
UK	Indirect	Purchased Electricity	Purchased	180.52
	Direct	Generator Fuel		0
	Direct	Heating/ Cooking Fuel		0.65
	Indirect	Paper Use		147.15
	Indirect	Air Travel	Combustion	380.30
Vietnam	Indirect	Purchased Electricity	Purchased	25.79
	Direct	Generator Fuel		0
	Direct	Vehicle Fuel		12.64
	Indirect	Paper Use		2.76
	Indirect	Air Travel		107.64
Zimbabwe	Indirect	Purchased electricity		10.31
	Direct	Generator Fuel		3.85
	Direct	Vehicle Fuel		86.96
	Indirect	Paper Use		1.88
<b>Total</b>				<b>6015.93</b>

