

**act:onaid**

**Annual Report 2016**



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**Cover image:**  
**Abayomi** (name changed to protect identity) teaches at a school in Nigeria that has no electricity. ActionAid campaigns for tax justice so that schools like this are properly funded.

PHOTO: TOM SAATER/ACTIONAID

# Message from the Chair and CEO

In 2016, ActionAid and those it works alongside – people living with poverty and injustice, their communities, and other organisations and allies – achieved important changes and victories in the struggle for social justice, poverty eradication and gender equality. The Federation delivered on our planned actions in a fast changing and complex world, while simultaneously developing ActionAid's new International Strategy. These were accomplished thanks to extensive shared leadership and commitment from across the Federation.

During the year, we were privileged to witness first-hand many examples of the people-led changes ActionAid is supporting around the world. From the inspiring efforts of thousands of youth in Myanmar trained by ActionAid on rights and development, who are working with people from all generations in their communities to identify problems and take action; to the global support for the hundreds of rural women from across Africa who gathered at the foot of Mount Kilimanjaro to demand their rights to land. Examples such as these, and many others described in this report, **celebrate**



**Nyaradzayi Gumbonzvanda**  
Chair,  
ActionAid  
International Board  
Photo: ACTIONAID

**the achievements of the women and men, young people, girls and boys, social movements, alliances, partner organisations and ActionAid staff in the many countries where ActionAid works.**

These achievements are even more significant when we take into consideration that 2016 has been a deeply challenging year. In spite of the hope generated by the adoption of the Sustainable Development Goals, the reality was a weakening of global, regional and national commitments to promote social justice and gender equality, and eradicate poverty. **Across the globe, we witnessed the rise of interconnected processes of human rights violations.** The civic space for people to organise themselves, and to claim and enjoy their rights continues to shrink, with increased repression of people's movements and greater



**Adriano Campolina**  
Chief Executive,  
ActionAid  
International

Photo: David San Millan Del Rio/  
ACTIONAID

impediments to organisations working for social justice.

The economic phenomenon of 'jobless growth' has meant deepening wealth inequality. Austerity policies in many countries continued the gradual decline in social protection and public service systems, while at the same time big corporations increased their share of wealth and power. We have seen the rise of far right populism in various parts of the world, mobilising the anger and frustration of people left behind by neo-liberal globalisation, towards misogynist, racist and xenophobic agendas. **Political changes in many countries had an immediate impact on reversing women's rights**, particularly sexual and reproductive rights. The world also became more unsafe, with protracted conflicts and a rising number of people made refugees, as well as the worsening of poverty and exclusion as a result of climate change.

## “ActionAid’s strength came from the rootedness of its work with communities, movements and citizens”

ActionAid had to adapt to a **difficult financial context**, due to factors including the devaluation of the British Pound following Brexit, reduction of Danish official aid and economic instability in emerging supporter markets. In order to mitigate the impact of lower than planned income on ActionAid’s work, countries across the Federation reduced their operating costs, and staff numbers at the International Secretariat were also reduced. ActionAid continued to invest in fundraising, in order to ensure longer term financial sustainability, with important growth seen in some new markets and valuable resilience shown by most mature markets.

In responding to this challenging context, **ActionAid’s strength came from the rootedness of its work with communities, movements and citizens**, increasing their capacity to continue their struggles to defend and claim their rights. ActionAid also increased its efforts to work in coalitions and connect with movements across the world that are mobilising to resist the undermining of human rights. The lessons we learned on deepening our

work with communities and connecting further with others inspired the evolution of our Human Rights Based Approach and the development of our new International Strategy – **Action for Global Justice**.

During the year, ActionAid took steps to further develop and deepen governance processes within the Federation at all levels. Volunteer national and international Board members, including a number of new youth representatives, contributed to oversight and processes such as leadership succession and the development of the new Strategy.

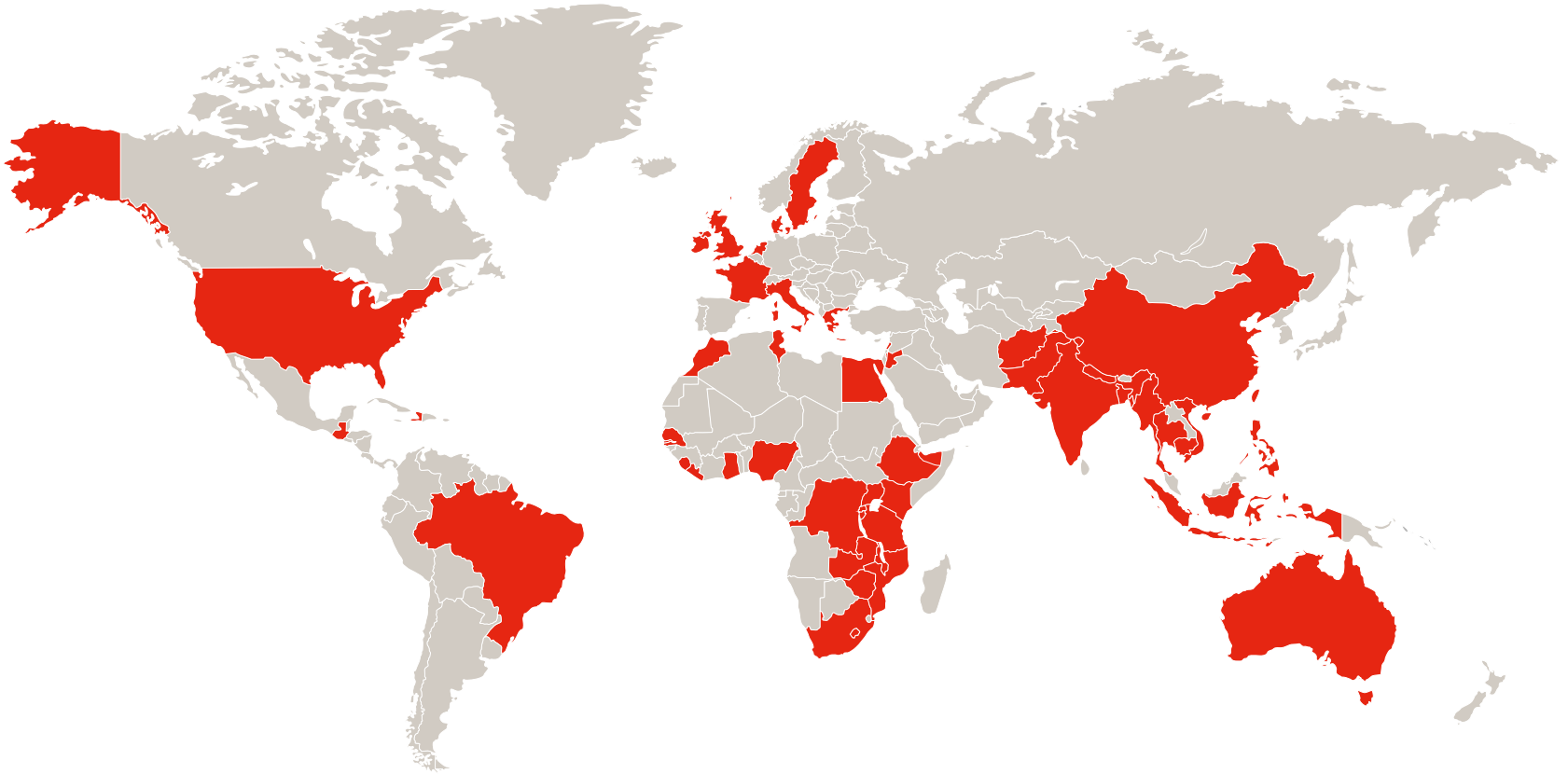
Following rigorous and participatory strategy review and development processes that ran throughout the second half of 2016, in December we celebrated the adoption of a new ActionAid International Strategy for 2018-2028: **Action for Global Justice**. The new Strategy provides the basis to further advance our work through stronger mutual accountability and collaboration within the Federation, and greater organisational agility and innovation in connecting social

justice struggles at local, national and international levels.

As we look ahead to a period of evolution and change, we are pleased to present the 2016 report for your review. We remain grateful to all of the staff, national and international Board and Assembly members, volunteers, partners, and supporters, who contributed to the many achievements and lessons learned throughout the year.

### JOIN US

ActionAid is a global Federation working to achieve social justice, gender equality and poverty eradication. Throughout the world, ActionAid works to strengthen the capacity and active agency of people living in poverty and exclusion, especially women, to assert their rights. If you would like to get involved by taking action or making a donation, please visit: [www.actionaid.org](http://www.actionaid.org)



## What is ActionAid?

ActionAid is an international Federation that works with over 15 million people in more than 45 countries to create a world free from poverty and injustice. ActionAid's work is rooted in a human rights-based approach, which means supporting people and communities to empower themselves to change the policies and practices that deny their rights and perpetuate poverty.



**Mariama** (right) is President of the women's group in Bakhu village, Senegal. The group meet regularly as part of an agro-ecology and resilience project being implemented by ActionAid and its partners. Mariama says the most powerful change the project has brought is the belief that by working together they can solve their problems.

PHOTO: TERESA ANDERSON/ACTIONAID

## How ActionAid Works

ActionAid challenges the root causes of poverty by forming long-term partnerships with community-based organisations and social movements, and allies such as other international development organisations, think tanks, research institutions and donors.

ActionAid's **Human Rights Based Approach** entails supporting people living in poverty to become conscious of their rights, to organise themselves to claim their rights, and to hold those in power to account. While this approach is built on international human rights law, it goes beyond legal or technical definitions, supporting people to analyse and confront power imbalances and taking sides with people living in poverty.

ActionAid shares learning and helps strengthen capacity to build a formidable movement for change. It unites people and movements across the world to demand local service delivery improvements and presses for national and global commitments to address poverty, injustice and inequality.

Working in partnerships and alliances is central to ActionAid's approach. Partnerships with social movements and people's organisations that genuinely represent their members create greater legitimacy and pressure for change. Working in coalitions and alliances makes campaigning and mass mobilisation more effective, while relationships with academic and research institutions strengthens ActionAid's analysis and deepens the evidence base for its work.

As part of its diverse funding base, through child sponsorship and individual giving, ActionAid engages around 460,000 supporters each year in acts of solidarity – acts that benefit not just the sponsored children but their communities too, making the changes ActionAid supports sustainable in the long term.

**ActionAid's Reflection-Action** process supports people in excluded communities to empower themselves and influence decisions that affect their lives, through **reflecting** on and identifying the main issues impacting on them, and then taking **action** to address them.

**Mana Devi** carries water delivered by an ActionAid partner to her village in Mahoba, India, during the 2016 drought.

PHOTO: SRIKANTH KOLARI/ACTIONAID



## Global Context

For many people the world became a more unpredictable place in 2016. Conflicts and disasters continued to displace or claim the lives of intolerable numbers of people, while growing authoritarian nationalism in many countries meant an increasingly unfriendly political environment for civil society.

### Conflicts and Disasters

Ongoing war pushed the number of Syrian refugees to more than 5 million and internally displaced many more people. The conflict in Yemen, though more recent, caused comparable suffering, while Boko Haram's insurgency in north-eastern Nigeria and around Lake Chad displaced more than 2.4 million people within and from Nigeria, Cameroon, Chad and Niger.

Elsewhere, the El Niño weather pattern (a natural phenomenon the effects of which have been exacerbated by climate change) led to hurricanes in the Caribbean and unprecedented drought and flooding in India, Cambodia, and across southern Africa, affecting Zimbabwe, South Africa, Malawi, Mozambique, Lesotho and Zambia.

### Nationalism and Populism on the Rise

The UK's 'Brexit' vote to leave the European Union (EU), the election of Donald Trump in the USA, and many reactionary shifts in countries around the world were widely associated with an upswing in nationalism and a growing rejection – at the political level – of 'liberal values', such as respect for human rights, the rule of law and international agreements.

Many developing countries experienced continued shrinking of the political space in which civil society could work. Cambodia, Guatemala and Pakistan saw tightened restrictions on non-governmental organisations (NGOs), while Bangladesh witnessed targeted killings of activists, bloggers and journalists. In Palestine, restrictions imposed by the Israeli occupation and the political divide between the two main Palestinian political parties (Fatah and Hamas), marginalised young people's efforts to create political change. Meanwhile, the removal of the Brazilian President and tensions in Ecuador and Bolivia contributed

to concerns that the long run of progressive governments in South America was ending.

Since ActionAid's approach and identity are rooted in progressive values such as universal human rights, equality, solidarity, accountability and democratic practice, these developments were particularly alarming.

### Growing Inequality

Around the world, increasing inequality was felt within and between countries. India's continued market acceleration helped make South Asia the developing region with the highest economic growth, but this was accompanied by increasing disparities between rich and poor. Inequality is not only an economic phenomenon; there is also increasing inequality in who has access to and influence over decision making. The 'hidden power' of international and regional financial institutions and large corporations continued to grow, in some cases shaping development and undermining democratic processes. Lack of accountability to citizens on the part of governments left effective, gender responsive public services out of reach for many,





Refugees Welcome march in London, United Kingdom.

PHOTO: KRISTIAN BUSS/ACTIONAID

particularly women. Privatisation remained a growing threat, with most governments yet to regulate the role of private companies in delivering public services.

## Social Movements

However, there was also hope. In many countries people stepped up their organising efforts to fight reactionary policies, proposing and practising viable alternatives to current systems. The 'Fees Must Fall' university student movement gripped South Africa's imagination, while the 'Gambia Has Decided' movement was an inspiring youth mobilisation that added to sustained regional pressure, helping ensure the democratically elected candidate assumed the presidency.

# Organisational Context

Changes in the global environment and a challenging fundraising context, with exchange rate instability (including a drop in the value of the British Pound following the Brexit vote), growth stalling in several supporter markets and continued economic crisis in Greece, had profound implications for ActionAid.

To respond effectively, countries took action to ensure financial sustainability (see [p53](#)) and the International Board, at the request of Members of the Federation, brought forward the development of ActionAid's new International Strategy to 2016. This process began with an independent external review (*Taking Stock Review*) of the 2012-2017 Strategy – **People's Action to End Poverty**. This rigorous process included one-to-one interviews with staff and external contacts, the review of over 120 documents, and face-to-face meetings with approximately 200 people, including visits to Greece, Uganda, Nigeria, Brazil and Nepal. Findings from the *Review* were considered in the development of the new International Strategy – **Action for Global**

**Justice** – which was approved by the Federation in December 2016 (see [p57](#)).

During 2016, ActionAid also reviewed its **Human Rights Based Approach** (HRBA), to inform, guide, and improve the quality of its work. Key insights (drawn from 30 case studies) included: building people's collective agency and powerful, rooted movements is key in confronting injustice and the structural causes of poverty; ActionAid's capacity to link its local, national and global-level work are of critical importance; and effective use of HRBA requires a high degree of flexibility.

Using HRBA in preference to the more immediate, traditional service delivery approach continued to be a challenge. Changing power relations and ensuring accountability at all levels requires critical analysis, campaigning, solidarity, proposing alternatives and integrated programming that embraces empowerment, all of which take time. However, the case studies validated the approach in a number of contexts, be they strong, weak, fragile or

occupied states; or under revolutionary, progressive or oppressive governments. Examples of how ActionAid helped to **shift power** through HRBA during 2016 include:

- Liberia – challenging the privatisation of education (see [p24](#));
- India – supporting land rights struggles in Andhra Pradesh (see [p17](#)); and
- Palestine – amplifying women's voices to challenge domestic violence and violence against women and girls (see [p27](#)).

An external evaluation of ActionAid's women's rights work also endorsed HRBA, finding it applicable even in the restrictive political contexts of Rwanda and Cambodia – for example in helping women play a more active role in public life and challenging (to some extent) social norms and power relations in families and communities that fuel gender based violence.



**Sabina** teaches at one of the child safe spaces built by ActionAid in northern Bangladesh, where children from the *Adivasi* indigenous group can mix with their Muslim counterparts.

PHOTO: MAHMUD/MAP/ACTIONAID

The innovation and energy displayed by social movements around the world in recent years has led ActionAid to place increasing emphasis on co-ordinating solidarity between the many countries experiencing democratic reversals; supporting people to find ways to take political action and working with global and regional coalitions. This trend continued in 2016, within ActionAid's own programmes (for example the Women2Kilimanjaro Initiative [p20](#)) and multi-country solidarity actions (for example in support of women's rights [p29](#)), and through support to exciting new initiatives (for example Africans Rising [p36](#)) and collaborations (for example the Civic Charter and the Fight Inequality Alliance [p36](#)).

**Fulera**, aged 30, who was abducted and forced into marriage at 15, with her daughter Sauda, aged 14. ActionAid is working in Fulera's village in Ghana to raise awareness of the problems of child marriage and forced marriage by abduction.

PHOTO: RUTH MCDOWALL/ACTIONAID



## Holding Those in Power to Account

ActionAid supports communities in holding governments to account for the provision of quality, equitable, and gender responsive public services, and influencing government attitudes to citizen engagement.

During 2016, **ActionAid worked to improve the accountability of 790 local governments in 22 countries worldwide.** For example, in Zimbabwe, ActionAid supported the Combined Harare Residents Association in demanding the City Council develop a policy to engage with local residents on service delivery challenges. As a result, quarterly town hall meetings were set up to allow local residents and civil society groups the chance to influence public service provision and hold authorities to account for delivery.

With funding from the European Union, ActionAid Thailand and its partner Hill Area Development Foundation helped build the capacity of 24 marginalised hill tribes in Chiang Rai and Chiang Mai Provinces in Thailand. Community forums initiated by the project enabled villagers to discuss their priorities and develop action plans

to submit to local authorities. In 2016, 35 community priorities were integrated into local authority plans, which secured funding of 6.8 million Baht (approx. €185,000). This was in stark contrast to the past, where local authority spending was concentrated in major villages, with limited allocation to hill tribes.

ActionAid also helped to facilitate **community demands for improved public infrastructure and services.** In Afghanistan, ActionAid supported Community Development Councils to access Ministry of Rural Rehabilitation grants for initiatives ranging from the construction of roads, health clinics and schools, to water and sanitation initiatives that enabled almost 47,000 families to gain reliable access to drinking water. ActionAid Mozambique's support for more accountable local government led to the rehabilitation of boreholes, a health centre (which received maternity equipment) and two primary schools. In Nepal, ActionAid supported monitoring and accountability processes that contributed to improved public services for over 50,000 people.

### FEDERATION-WIDE

**790 local governments** in 22 countries took steps to increase accountability to their communities.

**50 coalitions** in 16 countries actively collaborated with ActionAid on tax justice campaigns.

**150 initiatives** were supported to establish accountability and community monitoring of unfair taxation practices.

Advocacy and campaigning to **improve social protection policies and programmes** saw ActionAid India and partner NGOs make a submission to the Ministry of Women and Child Development on the need for the Draft National Policy on Women to address single women's issues and 'honour' killing. ActionAid India also secured an amendment to the Atrocities Act, broadening the definition of atrocities committed against minority groups (*Dalit* and *Adivasi* people), with stronger protection for women and penalties for authorities that fail to prosecute such crimes.

“In the past, hardly any projects were prioritised for the village... We did not even know who the local authority member was. Now we are not only aware of the resources available at the local authority but also able to assert our priorities. We attend the *prachakhom* [public hearing] at the sub-district and put forward the priorities of our village in the forum.”

**Aber**, a volunteer from Gumor Ahnee, a hill tribe village in Chiang Rai Province, Thailand

ActionAid remained committed to **increasing the provision of, and access to, gender responsive public services.**

In north-eastern Nigeria, reporting of sexual and gender based violence improved as a result of new, coordinated systems supported by ActionAid. At least 20 cases were reported in four states, with offenders tried and survivors given medical treatment. In Ghana, smallholder women farmers secured local government funding for child-care centres to free up time from unpaid care work for them to engage in income-generating activities. Meanwhile, ActionAid Vietnam successfully lobbied for improvements to street lighting in many areas, improving safety, especially for women.

Hand in hand with the development of improved public services was ActionAid's commitment to **building national and international coalitions advocating for progressive taxation and the fair redistribution of resources** to finance public poverty-reduction policies. In 2016, ActionAid increased the pressure on regressive tax regimes, participating in more

than 50 coalitions and campaigns on tax justice, and supporting over 150 initiatives to establish accountability and community monitoring of unfair revenue generation.

Although it is challenging to identify ActionAid's specific contributions to policy change and increased government budget allocations in any given year, there were concrete successes in Bangladesh, India and Nepal, where increases in budget allocations to public services were recorded following ActionAid advocacy and campaigning.

A number of countries reported tangible results at the local level, but there were fewer 'wins' on national policy and programmes. For example, in Nigeria, the Federal government instituted a National Social Investment Programme – with ActionAid coordinating civil society's monitoring of its implementation. However, there is still no national policy or law on social protection. This demonstrates both the power of grassroots campaigning and the importance of linking it to national-level work.



ActionAid Denmark fights inequality by sending a clear message to politicians to clean up the murky system that allows people and companies to save money in tax havens.

PHOTO: JEPPE CARLSEN/  
ACTIONAID

## Tax Power Multi-Country Campaign

Taxation funds schools, hospitals and vital infrastructure, yet every year developing countries lose billions of dollars through tax dodging by multinational companies and government tax breaks. Women and girls, especially those marginalised or living in poverty, suffer most when public services are starved of funding. The goal of the Tax Power campaign is to build a global movement for tax justice that advocates for fair and transparent rules on corporate taxation and makes it indefensible for corporations to avoid tax.

In support of this, 2016 saw the Tax Power campaign launch *Mistreated* – a report analysing over 500 tax treaties depriving the world’s poorest countries of revenue. The analysis provided a powerful resource for low-income country governments and campaigners negotiating tax treaties, and positioned ActionAid as a credible expert on corporate tax avoidance. ActionAid research in the Netherlands, the UK and Nigeria produced *Leaking Revenue*, a report detailing the USD \$3.3 billion lost by Nigeria in tax breaks to some of the world’s biggest oil and gas companies. This report also attracted significant traditional and social media attention.

In Ghana, ActionAid teamed up with the Tax Justice Coalition to **advocate for action on harmful tax practices**, resulting in the passing of a new income tax law empowering the Ghana Revenue Authority to obtain information on suspected tax dodgers from their banks without a court order. Sustained advocacy by ActionAid resulted in the UK government stating that it will seek to ensure development considerations

are taken into account when negotiating future tax treaties, and it will dedicate civil service capacity to analysing the impact of UK tax treaties on developing countries. In Uganda, citizens from 88 districts were mobilised by ActionAid and other organisations against a proposal to exempt Members of Parliament from taxes on their allowances. In just over a week, almost three million Ugandans signed a petition in protest. The President sent the proposal back to parliament several times for reconsideration before it was passed, stating that it “is not only injurious to the revenue effort but is also not politically and morally correct”.

ActionAid also worked to support coalitions and campaigning capabilities both at the global and national level, which is key to mobilising and influencing real political and policy changes. One example was participating in the Tax Justice Together Campaigners Conference in Warsaw, through which ActionAid supported the capacity building of civil society tax activists and campaigners, and strengthened existing partnerships.

## Making tax fair, one treaty at a time

2016 saw significant advances following years of persistent campaigning on tax issues. In 2013, ActionAid's *Sweet Nothings* report showed that tax loopholes exploited by Zambia Sugar (owned by food giant Associated British Foods) were denying Zambia millions of dollars in tax revenue every year.

ActionAid has worked intensively on the issue since the report's publication, launching dual campaigns in Zambia and Ireland (a key country used by Zambia Sugar to minimise its tax bill) to tackle tax avoidance via treaty loopholes. After ActionAid's investigation, the Zambian Government began renegotiating its tax treaty with Ireland and in 2016 a new treaty was concluded, closing the loophole that Zambia Sugar had been using.

Meanwhile, young tax activists from Zambia, Malawi and Nigeria toured Europe to speak with citizens, Members of Parliament and the media about how the actions of European multinational companies and governments were hurting their countries. Cecilia Mulenga, a tax activist from Zambia, had a clear message: ***"If all multinational companies were required to publicly declare where they do business and where they pay taxes, if they were transparent, then the Zambian Revenue Authority would stand a much better chance of raising funds that could be spent on the schools, roads and hospitals that we know improve our***

***lives. My message to politicians in Europe is to step out of your comfort zone and see the situation on the ground. If they can't get on a flight and come visit, then I will take my story to them."***

This action culminated in campaigners presenting a petition on tax transparency to Members of the European Parliament. Following ActionAid and allies' research and lobbying, the European Parliament adopted a resolution recognising the struggles of developing countries in relation to tax avoidance, the need for an intergovernmental body on tax at the UN, and calling on EU Member States to "ensure fair treatment of developing countries when negotiating such treaties".

**Stella Agara**, ActionAid Malawi, speaking during her visit to Ireland as part of the tax tour ([see video](#)).  
PHOTO: ACTIONAID





# Securing Rights to Land, Agriculture Services and Natural Resources

ActionAid supports marginal and smallholder farmers, particularly women, to reduce the impact of climate change on their livelihoods, secure a good living from climate resilient sustainable agriculture (CRSA) and gain access to land and other natural resources.

As a result of ActionAid's work with partners, farmers' organisations, women's groups and indigenous peoples, **over 350,000 farmers improved their food security through practising climate resilient sustainable agriculture** in 2016. This included initiatives on water and soil conservation; improved seeds; traditional fodder production; training on food production and marketing; reduced pesticide use; and increased crop diversity. In The Gambia, ActionAid's advocacy and efforts to link women with agriculture service providers helped gain government support for smallholders through provision of better seed varieties, land reclamation and provision of farm implements; while ActionAid Tanzania helped convince the

government to include CRSA in district agriculture development plans. National policy changes in support of CRSA were also seen following ActionAid and partners' efforts in Senegal and Bangladesh.

In 2016, ActionAid helped over 100,000 women in 24 countries increase their control over land or other natural resources. ActionAid's Human Rights Based Approach underpinned this work, central to which was **land rights education for women and strengthening their capacity** to achieve those rights by working collectively.

ActionAid continued supporting the marginalised Batwa community in eastern Burundi to practise CRSA and promote women's rights. As well as increasing their food production, Batwa farmers spoke up for their rights and against injustices such as forced evictions.

A key feature of ActionAid's approach has been the **strengthening of farmers' groups and women's collectives**, linking

## FEDERATION-WIDE

**Over 350,000 farmers** in 25 countries practised climate-resilient farming methods.

**Over 100,000 women** in 24 countries increased their control over land or other natural resources.

**Around 3,500 women's groups** across 21 countries were supported to organise and take action to protect and fulfil their rights and entitlements.

them to larger movements and support organisations, including community-based organisations, NGOs, governments and UN agencies. This year ActionAid supported around 3,500 women's groups across 21 countries to organise and take action to protect and fulfil their rights and entitlements.

ActionAid India helped almost 550 women farmers from 18 Indian states present a charter of demands to Andhra Pradesh's Chief Secretary of Agriculture. As a result, the Chief Secretary instructed all local

“We were often threatened to be expelled at any time from our home... We were not allowed to grow perennial plants or more profitable crops such as bananas. We were worried all the time. Today I am really proud of what I got through. I’ve been trained on our right to land and supported in the process of registering our lands. I was also trained on farming methods of increasing production. Although there are still the repetitive bad weather conditions, today the change is taking place... We adapt to the changing weather by planting crops (beans and maize) that are more or less resistant and by practising methods to obtain a good yield.”

**Languide-Florence**, 27-year-old mother of three, Batwa community, Burundi

village councils to consider the women farmer’s issues and keep their demands on the agenda of regular meetings. This and many other efforts culminated in state support for large-scale sustainable agriculture practices.

Elsewhere, ActionAid Brazil and ActionAid USA helped Brazilian women babassu nut workers present their case to the World Bank Land and Poverty Conference, and submit a report on their situation to a meeting of the Committee on World Food Security in Rome. The Women2Kilimanjaro Initiative (see [p20](#)) placed the issue of women’s land rights centre-stage on Africa’s agriculture agenda.

The impact of **multinational companies’ investments in agriculture** was highlighted by the case of Arla Foods, headquartered in Denmark. Following pressure from ActionAid and others, Arla Foods publicly recognised its responsibility to address human rights challenges for West African dairy farmers arising from their imports of European milk powder and long-term failure to invest in local production.

Arla Foods committed to respecting human rights in its global operations and started working with West African dairy farmers, regional farmers’ associations, ActionAid and others to identify sustainable dairy solutions.

Progress was made in making **Free Prior Informed Consent** (FPIC) a ‘bare minimum’ condition for any land-based development projects, with ActionAid and the UN Food and Agriculture Organization partnering to develop a FPIC implementation manual. ActionAid’s local-to-global reach added value to this initiative by ensuring global policy outcomes were converted into tangible outcomes locally – for example, in India, the manual was translated into local languages and used to train ActionAid staff.

Other successes during the year included:

- ActionAid Bangladesh helping to secure acknowledgement of land grabbing in the country’s Land Use Policy 2016 and in the Draft Agriculture Land Protection Act and Land Use Act.



**Dilmaya Pahari** has attended several women's groups with ActionAid since the earthquake in Kathmandu, Nepal in 2015. Dilmaya now gets recognition for her unpaid care work from her family and has gained respect in the community.

PHOTO: ACTIONAID

- ActionAid Cambodia and other civil society organisations' advocacy against land grabs leading to the government establishing an Inter-Ministerial Commission to inspect, demarcate and assess economic land concessions.
- ActionAid Kenya influencing the country's Community Land Act 2016 and successfully preventing forced evictions of communities in Marereni.

Pioneering initiatives with women's collectives in Bangladesh, India, Nepal, Ghana and Rwanda challenged deeply rooted cultural norms and perceptions about family life among women and men, particularly in relation to the distribution of **unpaid care work**. Changes in attitudes and behaviours reduced the time women spent on unpaid tasks, allowing them to participate in income generating activities and CRSA. Though the introduction of productive activities increased women's workloads overall, they were happy with this as they gained access to and control over the resulting resources. ActionAid Rwanda's

advocacy on women's unpaid care work led to the government committing to address this issue in policy making and budgeting.

CRSA and access to government support reduced the negative impacts of climate change for some communities. However, the global dominance of unsustainable, high input, chemical agriculture continued, with low 'rewards' for growing agro-ecological produce. ActionAid will continue to work on alternatives to this dominant paradigm and to make the case for more sustainable and inclusive approaches to food security.



**Polly Apio**, a smallholder farmer and women's rights activist from Uganda, makes her way towards Kilimanjaro's summit, Tanzania. *"I can't believe I reached the peak of Mt. Kilimanjaro. This has increased my energy and courage. If I can climb Kilimanjaro, then I can successfully mobilise my fellow women to say no to the several patriarchal beliefs that deny us land control and ownership."*

PHOTO: GEORGINA GOODWIN/ACTIONAID

## 'Land For' Multi-Country Campaign

ActionAid's multi-country Land For campaign demands that women and communities' rights to land are secured and advanced through fair land laws and effective governance systems, and that land grabs from communities in developing countries are resisted.

In Africa, while there are many progressive policies and laws that aim to enhance women's rights to land, implementation has too often been weak or non-existent. In 2016, ActionAid catalysed a massive mobilisation of over **18,000 rural women** from across Africa to demand changes in the policies, practices, attitudes, behaviours and institutions that deny them their rights. Under the **Women2Kilimanjaro**

**Initiative**, groups and rural assemblies were organised during the year throughout Africa, culminating in over 500 women from 22 countries gathering at Mount Kilimanjaro in November to proclaim a *Charter of Principles and Demands* on women's rights to land. The gathering was supported by digital solidarity, with #Women2Kilimanjaro reaching 1.4 million people on Twitter and an audience of over 30 million people via traditional media.

The Kilimanjaro Charter has already been used for effective advocacy with the African Union and national governments. The Chair of the African Union pledged support based upon it and there was increased action to secure and advance women's and communities' land rights in several countries. In Kenya, ActionAid-supported community mobilisation, and pressure from Women2Kilimanjaro events led the government to review the leasing of community land to companies.

The Women2Kilimanjaro Initiative demonstrates ActionAid's holistic approach of empowerment, solidarity and campaigning. Building awareness of rights, knowledge and skills is the foundation for critical reflection, while group formation – engaging women politically and economically – is central to women taking action to gain access to, and control over, their land and income.

## Fostering unity and prosperity after Ebola

Rice is a staple crop in Sierra Leone, and subsistence rice farming has long been one of the main occupations of the county's rural women. However, during the 2015 Ebola crisis, rice farming was severely disrupted. ***"With people dying every day, one cannot think about farming,"*** said one woman from Tonkolili, a region in which ActionAid Sierra Leone works.

During the Ebola crisis, ActionAid provided food support to the region, but once the emergency subsided it switched to providing rice seed and commercial agriculture training to women's farming cooperatives, allowing women farmers the opportunity to restart production and get back on their feet. One trainee was local farmer Ya Yeabu, who says: ***"The training on the commercialised farming was great, ActionAid sent me to India, I have imparted the knowledge to my group – today we can see the results."***

Ya Yeabu's group harvested over 100 bags of upland rice in 2016, their first harvest since the Ebola crisis, with another 100 bags expected in the coming months. ***"We are happy for our rice and the training given to us by ActionAid – now we have enough to feed us at home, and to sell. We are even planning on incorporating other women into the group – and from this harvest, we want to give them seeds so that they too can plant***



***and have a bumper harvest."***

Following the recent construction of a dry store, Ya Yeabu's cooperative is now looking to purchase a milling machine, which would save them valuable time spent manually cleaning the rice. But the benefits to the community have not only been financial. As Ya Yeabu concluded: ***"We the women can now come together and work for our homes and our children, there is a oneness amongst us – and this is shown in the amount of rice we have harvested."***

**Ya Yeabu**, holding her harvested rice.

PHOTO: ACTIONAID

# Strengthening the Rights and Education of Children and Young People

ActionAid works to strengthen the rights and education of young people by **improving the accessibility, gender responsiveness and quality of public education, and promoting youth mobilisation activities** through its global Activista network. ActionAid achieves change through engaging with education networks, coalitions and movements, enabling a common voice to emerge on local, national and global education issues, including threats to quality gender responsive public education, inequalities driven by the privatisation of education,

## Promoting Rights in Schools

offers a set of practical tools that can be used as a basis for mobilisation, advocacy and campaigning aimed at actively engaging parents, children, teachers, unions and communities in collectively monitoring and improving the quality of public education.

and the lack of public financing for schools.

In 2016, over 450,000 students, teachers and parents were made aware of children's rights; and more than 4,500 schools across 28 countries reported improved access to quality education as part of ActionAid's **Promoting Rights in Schools** initiative. ActionAid, in partnership with school headmasters, school management committees, community representatives and parent-teacher associations, **worked with children as agents of change**, training and sensitising them on the rights of children. Children used creative tools (e.g. interactive theatre and videos – as described in the story on [p26](#)) to communicate their demands to authorities, while children's, girls' and youth clubs campaigned door-to-door for the right to attend school.

Initiatives to **enhance the gender responsiveness of schools** took place in Rwanda, where ActionAid contributed

## FEDERATION-WIDE

**Over 450,000 parents, teachers and children** in 26 countries increased their awareness of education rights and how to monitor the quality of public education.

**Over 4,500 schools** in 28 countries reported improved access to free, safe, quality education for boys and girls.

**29 countries** saw youth mobilised through participation in Activista networks.

to a new competence-based curriculum and government guidelines for the establishment of girls' rooms in schools. ActionAid Mozambique provided teacher training on Gender Sensitive Pedagogy and Positive Discipline, and contributed to the inclusion of the right to a Safe and Non-Violent Environment in a newly revised government decree on education. In Nepal, ActionAid supported the government to develop a national Conference on Girls' Education and Gender Equity, emphasising inter-ministerial coordination to improve the education system.



**Dase**, aged 12, taking part in a Girls' Club, will benefit from a new school being built in her community by ActionAid in Shewa Region, Ethiopia. PHOTO: GREG FUNNELL/ACTIONAID

ActionAid-supported policy and practice reforms to **enhance the quality of public education** were agreed and acted on by governments in many countries. ActionAid Thailand, in partnership with other NGOs, successfully advocated for the right to 15 years' free education to be included in the draft constitution, while ActionAid Somaliland's lobbying for school development plans led to the Ministry of Finance increasing school construction budgets, thereby increasing enrolment and retention. ActionAid Pakistan worked with local education systems to improve revenue collection mechanisms and increase education budget allocations, after which there was a 20-30% increase in school enrolment among girls in the target districts.

ActionAid Cambodia helped develop 40 citizen reports and School Improvement Plans – as a result of which shortcomings in school budget accountability and transparency were brought to the attention of the Ministry of Education. Following this, schools in target areas posted financial reports of their expenditure on public information boards. ActionAid Cambodia's efforts also contributed

to a government-sanctioned rise in teachers' salaries to almost 1 million Riels (around USD \$250) per month.

This year there was a particular focus on **education financing** to counteract recent trends towards limited investments in public education and increasing privatisation. In January 2016, the Liberian Government abruptly announced a new policy on the privatisation of education, which would have meant handing over the entire primary education system to an American company. ActionAid responded rapidly, forming partnerships with teachers' unions and other organisations, and forcing the government to backtrack on the initiative. Instead, a pilot was launched in 94 schools, using a range of private providers, which ActionAid is monitoring closely.

Through its Tax Power Campaign, ActionAid showed that tax justice, accountability and transparency together make domestic resource mobilisation possible. Using this learning, ActionAid Bangladesh worked with the country's teachers' union to lead a national

policy debate, highlighting the need for appropriate investment in quality education through **fair use of taxation**, and held a national workshop on Financing in Education through Progressive Taxation to Promote Rights in Schools. These activities contributed to an increased allocation for education in the 2016-17 budget.

ActionAid used these experiences, gained from its locally rooted work, to inform advocacy work at the international level. Through its role on the board of the Global Campaign for Education, its advisory committee role to the United Nations Girls' Education Initiative and its strategic partnership with Education International, ActionAid contributed to a toolkit and campaign pack on education financing, and provided input to the Global Campaign for Education's *Private Profit Public Loss* report.

ActionAid continued to **promote youth mobilisation** through Activista – a global youth activism network involving more than 250 ActionAid partners and thousands of youth volunteers. The network provides opportunities for young people to engage



“[Activista] has afforded me the opportunity to campaign on issues that affect young people globally, share experiences and influence society towards social change...

Everybody ought to stand for something in life and speak truth to power so as to live in a better world free of poverty and injustice.”

**John Attah**, Activista, Nigeria

act:onaid  
**actiVista**

in the fight for social justice on a global scale, with activities spread throughout ActionAid’s programmes and campaigns. In 2016, Activista groups mobilised around many high-profile campaign events and on International Youth Day (12 August) they amplified their issues and demands via activities including mass marches in Senegal and artistic performances using song and dance in Jordan.

In Malawi, Activista members played a central role in advocating for a review of the UK/Malawi Tax Treaty. They conducted a press briefing at the ActionAid Malawi office, took part in live phone-ins at four radio stations, and collected over 16,000 youth signatures for a petition to the Minister of Finance and President. As a result of this advocacy the government publicly pledged to finalise the process.

This year, new Activista networks were launched in Zimbabwe, Democratic Republic of the Congo, Ghana and Vietnam, and 15 countries implemented Activista’s youth principles in their country programmes. These include reaching out to progressive youth movements and shifting the culture within ActionAid to create more space for youth innovation, alternative

thinking and creativity.

Five priority countries (Bangladesh, the Arab Regional Initiative in Jordan, Zambia, Liberia, and Myanmar) were given funds and technical support to help them deliver innovative work linked to the youth principles. Activista Zambia used this support to press for youth representation in local councils in Nakonde District, taking advantage of local elections and inviting ActionAid staff to train the seven youth recruits in budgeting for youth, decentralisation of services and gender responsive public services. In total, three youth members were elected as councillors and the local Activista Chair was nominated to sit on the highest planning board in the district.

2016 was a dramatic year, seeing youth raise their voices and participate in political spaces by taking action and putting themselves forward for leadership positions. At the same time, young people were also being engaged by other groups, such as religious fundamentalists and nationalist movements. These trends make ActionAid’s youth mobilisation work, and the Activista network, all the more important in supporting young peoples’ wellbeing and hope for the future.

## Videos give voice to Vietnamese children

'Poor student's lunch box', 'My school library', 'Together we save the environment' and 'The difficulties of pupils with disabilities at school', were just a few of the videos created by students for the story telling contest We Love Our Schools, organised by ActionAid Vietnam.

Within a month of the competition launch, ActionAid had received more than 30 videos from across the communities in which it works. Each video told a story about a school, its teachers and pupils, as seen through the children's own imagination.

The contest was developed to open up space for children to raise their voices with their parents and teachers, and create a better quality learning environment. ActionAid Vietnam provided training on script writing, recording and video making to thousands of primary school children, parents, teachers and young people.

The videos sent a powerful message to viewers. ***"After I watched the videos I felt very emotional; I think policy makers should also watch these videos too, to better understand the situation and voice of children. I believe that the promotion of quality education should start from practical things like clean water***



***and toilets, better lunch for poor pupils, and listening to the voice of children,"*** said a teacher and youth union representative from Lâm Hà District.

The videos were used in a wide range of activities to spread the children's messages, open policy dialogue on progressive tax and increased investments in public education, and create ways for children to be involved in school activities. The goal of these activities, to use the name of a video from Vũng Liêm community, is to ensure that across Vietnam 'Every day at school is a happy day'.

**Duyên**, a Grade 5 student from Hòa Bình Province, presents on the dangers associated with her journey to school. She and her classmates must either travel 10km on a treacherous road or 3km by water, in which case they need to learn to swim, navigate a boat and obtain safety equipment.

PHOTO: ACTIONAID

# Defending the Rights of Women and Girls

ActionAid's work with women and girls focuses on reducing the prevalence of harmful traditional practices and gender based violence in communities; improving national legislative and policy frameworks; and increasing women's opportunities for income-generation activities and control over household income. This is because linking the social, legal and economic aspects of women's empowerment provides the strongest opportunity for change.

In 2016, **ActionAid mobilised over 324,000 women to challenge violence against women and girls** and harmful practices such as female genital mutilation. ActionAid Bangladesh supported a women's protest against the rise in reported incidents of rape and the lengthy legal process to get justice. As a result, transport workers committed to protest against sexual harassment on public transport. With ActionAid Liberia's support, women formed committees to help investigate cases of violence against women and offered advice on traditional practices that

harm women's health. In partnership with local NGOs, universities and the Ministry of Social Affairs, ActionAid Palestine helped women challenge domestic violence and violence against women and girls through trainings and workshops on legal aid, and public hearings on women's rights.

**Working closely with opinion shapers and local authorities** such as the police and district councils provides much-needed support to community members willing to stand up to and reject violence against women. For example, ActionAid Sierra Leone gained support from traditional leaders to impose fines on the perpetrators of domestic violence, and to refer cases to the police and the Ministry of Social Welfare. Meanwhile, ActionAid Italy worked with migrant women, girls and their communities – including men, religious leaders and local policy makers – to mobilise them to reject female genital mutilation.

Through **engaging with legislative frameworks**, ActionAid Ghana influenced

## FEDERATION-WIDE

**Over 324,000 women** in 30 countries were mobilised to challenge violence against women and girls.

**Over 55,000 women** in 20 countries reported increased control over income and greater household negotiating power.

**Over 1,000** community driven interventions in 20 countries were made to protect women and girls from harmful traditional practices.

national policy, helping enact the Domestic Violence Act, which criminalises and sets out clear penalties for grievous bodily harm. ActionAid and other organisations successfully campaigned for a legislative instrument to accompany the Act and the resources to implement it. ActionAid Liberia supported the drafting of a Domestic Violence Bill and, in partnership with the National Association against Harmful Traditional Practices, mobilised activists to strengthen the clause on female genital mutilation.

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“The problem here is that it’s the local practices and traditions, followed by our families, which prevent and overrule us from following our own country’s laws. When I attended ActionAid’s training and heard what they had to say I realised how important it was that other women knew these things. So as soon as I returned home I organised exactly the same training in my own village. Thirty women took part and they are all grateful to me for opening their eyes to the laws of our country.”

**Kamila**, 20 years old, Afghanistan

During 2016, **ActionAid improved women’s access to income generation activities** by linking them to local markets and government credit programmes; securing small grants from village savings and loans groups; and forming self-help groups using Reflection-Action processes (see [p6](#)). These initiatives, in Rwanda, Guatemala, Malawi, Ethiopia, Somaliland and Tanzania, resulted in an increase in women’s household negotiation power.

**ActionAid supported over 55,000 women in 20 countries worldwide to increase their control over resources and assets.** In Vietnam, nearly half of women engaged by ActionAid in income generation activity trainings said they now take a shared role in household decisions on spending. The ActionAid Young Urban Women project worked with 15- to 25-year olds in poor urban and peri-urban areas of Ghana, India and South Africa. In India, around half of the young women supported gained control over their household income, and in Ghana, over 80% of the young women surveyed reported greater control

over their own income and resources. In South Africa, the project involved reaching out to lesbian, gay, bisexual, transgender and intersex communities, engaging labour unions, research institutions and women’s rights groups to address issues such as young women’s bodily integrity, economic security and the burden of unpaid care work.

In Europe, advocacy by ActionAid France and other French organisations persuaded the government to integrate gender into its overseas aid policies and increase funding for projects with a gender perspective. At the international level, ActionAid engaged with the UN Secretary-General’s High Level Panel on Women’s Economic Empowerment, making written submissions (reflected in the panel’s first report of 2016) and participating in regional consultations. In addition, ActionAid was nominated to sit on the panel’s working group on women’s rights and macroeconomics – a group that will make recommendations on the measures Member States must take to improve women’s economic status.



**Purity** (left) and **Abigail** (right) escaped female genital mutilation and found sanctuary at an ActionAid-funded safe house in West Pokot, Kenya  
PHOTO: ASHLEY HAMER/ACTIONAID

Many ActionAid offices mobilised in support of the global campaign **16 Days of Activism to End Violence Against Women and Children** (25 November to 10 December). For example, ActionAid Australia ran a digital campaign that promoted the work of women's rights activists from Australia and around the world, reaching over 100,000 people on Facebook, with almost 6,000 supporters actively commenting, liking and sharing the stories.

On many levels, deeply entrenched patriarchal structures limit women's rights and can be hard to change. Engaging with women from particularly marginalised or vulnerable groups can also be difficult, while fear of backlash can inhibit women from reporting violence or speaking out. In recognition of these challenges, ActionAid's new International Strategy places increased emphasis on empowering women to demand their rights, individually and collectively, at community, national and international levels.



**Ninive Lorraine** walks down one of the newly lit streets in Heliópolis, São Paulo, after campaigning with her community and UNAS, ActionAid’s partner on Safe Cities.

PHOTO: ACTIONAID

## Safe Cities for Women Multi-Country Campaign

ActionAid’s Safe Cities campaign calls for action by governments, local authorities and public service providers to ensure cities are safe for women – be it through safer transport, better lighting, or enforcing strong laws against sexual harassment in public places. The campaign is currently active in 19 countries, combining online campaigning with community action.

During the year, ActionAid Ireland organised a Safe Cities interactive game and photo exhibition, while ActionAid Vietnam, in partnership with the Gender Equality

Department, organised ‘Sing together for Safe Cities’ events in four major cities, engaging over 4,000 people. ActionAid Ethiopia used entertainment drama and a radio programme to highlight stereotypes, behaviour and attitudes that negatively affect women and girls’ safety, and ActionAid Sweden produced a film on ActionAid’s Safe Cities work in Brazil, which was viewed in schools across Sweden and Brazil.

Community-based services and the implementation of safety measures are part of gender responsive community development. The absence of services in the community increases the burden of care on women and puts them at increased risk of sexual violence when they travel to access services further afield. In Zimbabwe, TV shows discussed gender responsive public services and violence against women and girls in public spaces. Advocacy by ActionAid Zimbabwe and its partners influenced government agencies to improve services, leading to the restoration of over 200 street lights, improved boreholes, and restored public toilets in Chitungwiza. Other local-level changes included seven City Corporation authorities in Bangladesh installing public toilets, water supply lines and repaired street lighting in response

to demands by ActionAid-supported Community Watch Groups; and increased street lighting in Dala Township, Yangon, after ActionAid Myanmar’s input to the Urban Book Draft Report on the safety of women and girls in the city.

The themes of safe cities and tax justice came together in an ActionAid report on gender responsive public transport, *Freedom to Move*, which focused on Bangladesh, Brazil and Nigeria. The findings of this research were instrumental in raising awareness and getting policy makers around the table in the focus countries, as well as in South Africa and Liberia.

At an international level, ActionAid participated in the Habitat III process – in which ActionAid India and ActionAid Brazil co-led a group of policy experts in the development of a policy paper that got ‘the right to the city’ (encompassing freedom from violence and harassment, safe public spaces and transport, and access to public amenities) included in a UN declaration for the first time. The campaign also had a fantastic online presence, generating more than 4,000 tweets and reaching over 10 million people from South Africa to Nigeria to Ireland.

## Building community institutions to tackle gender based violence

Pebane, a small community in eastern Mozambique, has an illiteracy rate of 70% for women. Just 46% of girls in Pebane attend school, with the extremely high drop-out rates largely a result of early marriage. There are also high rates of violence against women and girls in the community, who previously had little access to effective legal aid or support.

In 2016, ActionAid Mozambique and its partners delivered trainings on gender based violence to members of a newly established community helpdesk and multi-sectoral group for child protection, highlighting ways to improve co-ordination between the members and institutions responsible for following up on cases of sexual and gender based violence.

In its first year the helpdesk received and dealt with 59 cases of violence, a figure that surprised local government authorities, as in previous years almost no cases had been reported. In 2016, the group began delivering talks to the community about children's rights and how to use the helpdesk.

Mary (not her real name) is one survivor who received support: *"I'm 14 years old. I'm an*



*orphan and was a victim of sexual abuse perpetrated by my teacher six months ago. One day my teacher came to where I live while my aunt was out. He took advantage of the opportunity to abuse me sexually and threatened me to stay silent, but when my aunt came back I told her what had happened. She immediately took me to the helpdesk to get legal and clinical assistance. A few days later the case was transferred to the court for judgement and the teacher was sentenced two years in jail for rape and ordered to pay compensation for damages. I would like to say thank you for all those involved in the process, especially the helpdesk technicians."*

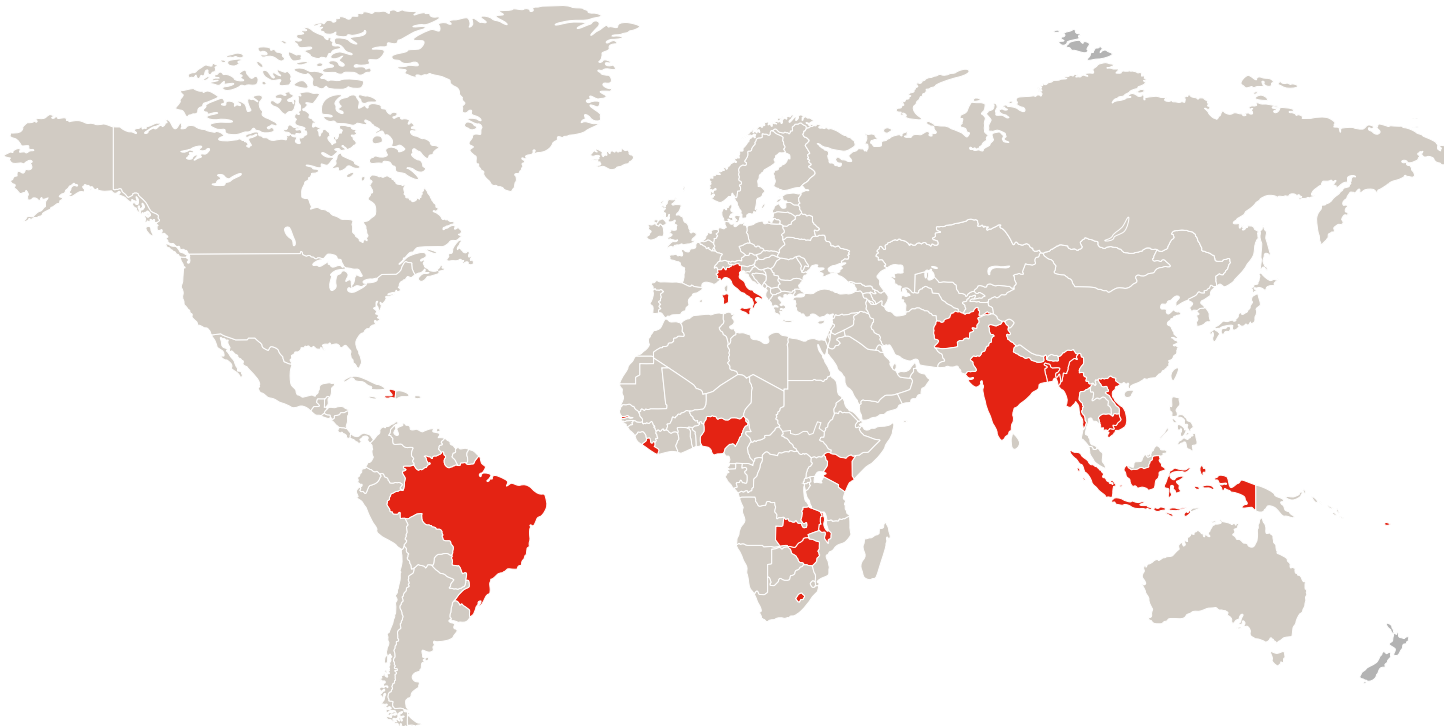
**Gas Nhampossa**, Secretary of the multi-sectorial group for child protection, conducting a dissemination and awareness talk on family law to a community in Pebane district, Mozambique.

PHOTO: ACTIONAID

# Protecting Rights During Conflicts and Emergencies

ActionAid's work in emergencies is underpinned by its 'humanitarian signature', which brings together **women's leadership in emergencies, partnerships with local communities and accountability to those affected.**

In 2016, ActionAid brought its humanitarian signature to bear in emergencies ranging from Hurricane Matthew in Haiti to the Lassa fever epidemic in Nigeria, **supporting over 550,000 people in its response to 30 new emergencies in 19 countries** (see map below).



## FEDERATION-WIDE

**30 new emergencies** were responded to, with continued support and rehabilitation provided to several ongoing crises.

**Over 550,000 people** in 19 countries received humanitarian assistance in ways that respected their rights and enhanced them for the future.

**Over 45,000 people** were trained to identify and plan for risks to their communities.

Rehabilitation work continued in response to the Syria refugee crisis, the migrant crisis in Greece and conflicts in northern Nigeria. Meanwhile, ongoing recovery work was supported in Gaza, Nepal following the earthquakes, and in West Africa following the Ebola epidemic.

Among the biggest humanitarian emergencies in 2016 were the droughts, floods and food crises triggered by the **El Niño weather pattern**, which affected over 60 million people globally.





**Alice Nyamaropa** only managed to harvest two sacks of maize this year because of the drought in Zimbabwe, making it impossible for her to feed her family. As part of its ongoing support, ActionAid provided meals at the local school, which her three children attend.

PHOTO: SAMANTHA REINDERS/ACTIONAID

ActionAid launched or continued responses in Cambodia, Ethiopia, India, Kenya, Lesotho, Malawi, Somaliland, Vietnam, Zambia and Zimbabwe, and all country offices in Africa affected by El Niño were supported to develop preparedness plans, early warning systems and forecasts. In Zimbabwe, ActionAid provided around 400 families with cash transfers to help them buy food during the country's worst drought for 35 years.

Work on the El Niño crisis highlighted the fact that **disasters impact women disproportionately, and deepen existing gender inequalities**. In times of crisis, women are often the first to respond, yet when the humanitarian system mobilises, their role is undermined and their voices are ignored. **By empowering women to lead, emergencies can be the catalyst for fundamental change for women and their communities**. This validates ActionAid's women-led approach to disasters, and is a key reason for its effectiveness.

ActionAid promoted its humanitarian signature during the first-ever **UN World Humanitarian Summit**, held in Turkey, elaborating the concept of localised and women-led responses to emergencies, and influencing the design of humanitarian systems to make funds specifically available for women and girls. ActionAid Australia convened a 'Women First Responders Summit' at the event, bringing together women's organisations and local leaders involved in recent emergencies.

A strong example of ActionAid's unique emphasis on **women's leadership, local empowerment, and accountability to affected populations in emergencies** was ActionAid Bangladesh's floods response, which was led entirely by local women trained in all aspects of emergency response, from needs assessment to monitoring.

Overall, the speed of ActionAid's response and ability to mobilise across the Federation significantly improved. An evaluation of ActionAid's **Ebola response** in Liberia and Sierra Leone concluded it was timely and effective, and helped mitigate the spread of the virus. It observed that "without a formal training in public health emergency management, the programme was able to use the knowledge from previous disaster management training", highlighting the value of basic emergency preparedness and response trainings for partners and staff, as well as the flexibility of ActionAid's humanitarian signature.

ActionAid also played a central role in enabling and encouraging humanitarian agencies to work in more collaborative ways through the **Transforming Surge Capacity** project which, for the first time, brought together 11 aid agencies to look at how emergency capacity could be improved. In December 2016, the first

deployments from the project's shared rosters were made to Surge Capacity partner responses in India and the Philippines.

ActionAid continued to strengthen communities through **climate resilience, advocacy, community partnership and women's leadership**. In 2016, ActionAid built the capacity of over 45,000 people to identify and plan for risks to their communities. Evidence of this approach was seen in the Machinga and Neno Districts of Malawi, where ActionAid supported the Coalition of Women Farmers to create groups that reviewed district action plans and budgets, and met with district and national level officials to advocate for key policy and budget changes that would strengthen the resilience of their communities. As a result, authorities allocated more agricultural extension workers to provide technical support to resilience activities in those districts.

While humanitarian crises are becoming increasingly protracted, **resilience building and adaptation** measures have consistently shown that they are cost-effective in reducing the scale and cost of humanitarian interventions. Humanitarian and development organisations must rethink their approaches in order to better protect and build the resilience of internally displaced populations, refugees and host communities. The need to prioritise resilience work and incorporate it into humanitarian responses whenever they occur is reflected in ActionAid's new International Strategy.

## Women's Leadership in response to Hurricane Matthew

Hurricane Matthew, the most powerful hurricane to affect the Caribbean in nearly a decade, hit Haiti in October 2016, killing hundreds of people and leaving around 800,000 homeless as it destroyed thousands of homes, schools and livelihoods. ActionAid responded immediately, providing food and water to thousands of people and distributing hygiene and cholera kits. The real strength of ActionAid's response, however, came in the mobilisation of local women to lead on the protection of women and girls during the emergency, and the rebuilding of resilient livelihoods.

ActionAid has been active in communities across Haiti for almost 20 years, providing leadership trainings for local women and building the capacity of communities to respond to disasters. When the hurricane hit, Johanne Moïse, a 28-year-old woman and ActionAid-trained local leader, helped co-ordinate and lead the humanitarian response in her community. ***"Because I'm an emergency-trained officer and I am always volunteering to help with awareness-raising, the morning before the storm I was communicating with ActionAid,"*** Johanne explains. ***"They had called to know how the area where I lived was looking and if people in high-risk areas were being urged to evacuate. I went to two shelters and did***



***the assessment, and when I got to the third shelter... I realised just how extraordinary the storm would be."***

Johanne's training meant she was not only active in the initial emergency response, but also took charge in the aftermath of the hurricane. She is now a Departmental Protection Co-ordinator. ***"The training helped me realise that I don't have to wait for a man or for a superior of mine to say 'Johanne, let's go!' I can take the reins all on my own. The training helped me know how to handle myself and how to manage an emergency situation, which is why during Hurricane Matthew I was able to handle myself like I did... The training has shown me all the leadership potential that I had within."***

**Johanne Moïse**, Grand Anse, Haiti.

PHOTO: DYLAN ROBERTS/FREE SOCIETY/  
ACTIONAID

# Fostering Solidarity and Collaborative Action

As reflected in many of the Federation's programmes and campaigns, collaborative action and expressions of solidarity are at the heart of ActionAid's work. In 2016, exciting international coalitions and initiatives demonstrated the power of this approach.

During the year, ActionAid supported the development of the global **Civic Charter**, a framework for people's participation based on universally accepted human rights, freedoms and principles. The Charter promotes solidarity among those struggling to defend their rights in the face of shrinking political and civil space. ActionAid was a member of the Steering Group that led the Charter development process, which was co-ordinated by the International Civil Society Centre. Follow up activities included a campaign by ActionAid Uganda and partners to promote the Charter nationally, during which a spokesperson for the Uganda Police Force signed up to the Charter's commitments to provide a conducive atmosphere for Ugandans to genuinely participate in shaping their society.

ActionAid also played a pivotal role in incubating **Africans Rising**, a movement promoting justice, peace and dignity that brings together NGOs, peace movements, faith-based organisations and trade union groups in an alliance notable for the diversity of its participants. ActionAid supported partner dialogues and consultations that culminated in a strategic workshop to define and agree a work plan for the movement. This was validated and Africans Rising was formally established in August, at a conference attended by 272 delegates from 40 African countries, including delegates from all 20 ActionAid countries in Africa. Africans Rising partners were engaged throughout the Women2Kilimanjaro mobilisation (see [p20](#)) and have adopted its Charter of Demands as a key document for the movement. The ongoing evolution of the Africans Rising movement is underpinned by the administrative and operational support provided by ActionAid Denmark's Training Centre for Development Cooperation in Tanzania, which is facilitating this ambitious and exciting initiative.

ActionAid continued its crucial role as a co-founder and member of the **Fight Inequality Alliance** – a partnership of leading international and national NGOs, trade union groups, social movements and other civil society organisations that have come together to fight the growing crisis of inequality. This year, the Alliance grew its public profile, releasing a statement to coincide with the World Economic Forum in January and critiquing the World Wealth Report, which the Alliance used to highlight gross inequality. The Alliance undertook an intensive programme of movement building, convening workshops at global civil society gatherings, holding discussions on the formation of national alliances, and bringing activists and movement leaders from across the world together in South Africa in December. A draft vision was developed to help guide the work of the Alliance, which includes a call on governments to take action on inequality and support economic alternatives that put people and planet first. The year ended with a groundswell of activity ahead of the first Global Week of Action, to be held in January 2017.



Women farmers, who climbed Mount Kilimanjaro to demand their land rights, are welcomed by hundreds of supporters upon the completion of their trek, Tanzania.

PHOTO: GEORGINA GOODWIN/ACTIONAID

ActionAid's contribution to the ongoing growth of the Alliance includes hosting the global secretariat, sitting on the global level Steering Group, and support to alliance building in many countries around the world.

As part of its increased focus on **inequality**, ActionAid released two influential reports: *The Price of Privilege*, a discussion paper outlining the global drivers of inequality; and *Not Ready, Still Waiting*, a report detailing the preparedness of governments to implement the Sustainable Development Goals on tackling inequality and gender inequality, released at the UN General Assembly. Activities at country level included ActionAid Italy, in partnership with other organisations, lobbying for a universal anti-poverty measure.

**Hauwa Salami** trained as a paralegal with ActionAid to work on women's rights issues in her community, Kogi in Nigeria. Her work has meant that women now only have to follow the traditions linked to widowhood for 3 months instead of 11 months. They are now also allowed to keep their children and engage in work to support themselves during the 3 month period.

PHOTO: FATI ABUBAKAR/ACTIONAID



## Monitoring Impact

ActionAid is committed to evaluating and learning from its programmes and campaigns in order to continuously deepen the impact of its work. Difficulties in specifying the impact of ActionAid's work at national and international levels indicated that the Federation needed to track these efforts differently in future. The 2016 *Taking Stock Review* suggested creating a vision for a comprehensive international **monitoring and evaluation** (M&E) approach consistent with grassroots programme design that facilitates national and international priorities. Accordingly, a new M&E approach was integrated into the International Strategy development process, and raised critical issues on measuring the impact of ActionAid's work. Global principles, standards, guidelines and manuals on the new M&E approach were developed and integrated into the framing of how ActionAid will measure impact under the new International Strategy.

ActionAid's HRBA approach is at times in tension with the demands of

institutional funders, whose interpretation of effectiveness and focus on short-term, tangible deliverables often differs from the needs expressed by communities. To address this, ActionAid developed an innovative, participatory **Value for Money** methodology that enables ActionAid and the communities it works with to reflect on where resources are being invested and to what extent they are generating change. Four country assessments were completed in 2016 (Malawi, Nigeria, Rwanda and Pakistan), and a dedicated webpage was developed to share the initiative and its tools more widely – attracting interest from partner NGOs and other actors.

## Communications and Supporter Mobilisation

ActionAid's impact is enabled through the efforts of thousands of supporters who take action in solidarity with the Federation's work and is amplified by ActionAid's online and traditional communications.

This year, 36 countries took part in ActionAid's three multi-country campaigns

– Land For, Safe Cities and Tax Power – raising the organisation's profile and awareness of its stance on issues such as climate change, inequality and women's rights. Compelling content on emergencies and campaigns reached a large audience, partly due to improved social media marketing, with Facebook and Twitter channel audiences growing 28% and 24% respectively on 2015. This is reflected in the campaigns results (see [p15](#), [p20](#), [p30](#)).

Coverage of new emergencies and their anniversaries demonstrated aid effectiveness and the impact of ActionAid's work. ActionAid's coverage of the Nepal earthquake first anniversary gained broadcast, online and print coverage, generating 113,000 views on Facebook. An ActionAid video about drought in Ethiopia featuring Olympic gold medallist Haile Gebrselassie reached over 350,000 people on Facebook, with 37,902 reactions, comments and shares, while work on the UN climate change talks generated articles in outlets with a combined audience of 223 million.

ActionAid would like to remember and recognise the contributions of ActionAid staff members and national Board and Assembly representatives who sadly passed away in 2016:

Katie Campbell – *Senior Policy Analyst, ActionAid USA*  
Chikondi Chikalimba – *Project Officer, ActionAid Malawi*  
Vineet Kapoor – *Director of Finance, ActionAid India*  
Raymonde Lebois – *Board Chair, ActionAid France*  
James Otto – *Assembly Representative and Former Board Chair, ActionAid Uganda*

The activities that generated the most supporter engagement were ActionAid's work on Tax Treaties, Safe Cities, the El Niño emergency appeal and inequality work, with the tax treaties interactive dataset generating more website visits than any other item in 2016. One critical lesson from ActionAid's work during this period was the need to develop more uniform methods of data collection and supporter retention across the Federation, with measures for the impact of activities including the number of supporters mobilised.

## Staff and Volunteers

Recognising the value that diversity brings to the organisation in terms of experience, skills, talent and cultural perspectives, ActionAid is committed to building an organisation where all staff members feel valued, are treated fairly, and are respected.

These values are embodied in:

- recruitment procedures/processes that promote equal opportunities for everyone, without discrimination on grounds of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location, pregnancy or maternity status, or religion;
- selection processes that ensure ActionAid staff and volunteers, including Board members, support the values of equity and justice; and
- performance management policies, measures and assessments that include upholding ActionAid's values in practice.

One of the key findings of the 2016 *Taking Stock Review* was recognition of the high calibre, commitment and passion of ActionAid's staff. The external review team noted: "The quality of programme staff we observed (albeit in just a few countries that we were able to visit) was very high. Programme staff demonstrated exceptional levels of commitment to, passion for and identity with ActionAid values."

ActionAid maintained a 50:50 male to female ratio across its 3,064-person workforce during 2016. Reinforcement of Affirmative Action saw an increase in the number of women appointed at senior leadership levels to 47% – an improvement on 46% in 2015, though still less than the 50% target. The Federation's annual voluntary attrition rate (based on mid-year figures) was 12% – higher than the desired maximum of 10%. Of total voluntary leavers, 51% were female.

ActionAid is committed to ensuring women's representation in its international and national governance structures. Of the International Board's twelve members, seven are women and more than 70% of national Boards and General Assemblies have at least 50% women.

A total of six Health and Safety Incidents were reported in 2016 (down from 37 in 2015) with Human Resources managers required to report on action taken to minimise such incidents in future.





**Sabita Rani**, originally trained as a community emergencies response leader with ActionAid, has started several other groups in her community including a women's group on nutrition.

*"Everybody respects me now. I am creating change! I am so proud of how far I have come and everything I am able to do now."*

PHOTO: TURJOY CHOWDHURY/ACTIONAID

## Organisational Capacity Development

ActionAid placed high priority on strengthening the capabilities of staff, volunteers and partners, often using a **blended learning approach** that combined face-to-face training, online learning and social learning or collaboration – including peer-to-peer networks. Over 60 staff enrolled in a one-year Leadership Development Programme delivered through online courses, monthly webinars and social collaboration sessions, while staff members registered for 289 online courses via the ActionAid Learning Site. Collaboration with new partners such as the UN Food and Agriculture Organization and Philanthropy University increased access to a wide range of free online courses.

ActionAid continued to invest in the **Senior Leadership Development Programme (SLDP)**, this year creating a space for critical leadership dialogue among 22 participants, including ActionAid Country Directors and delegates from Amnesty International, Greenpeace and Oxfam.

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“The MMLDP was a deep and empowering learning experience. Deep because it is about self-awareness: our behaviours, the impact we have on others and how others may perceive us within the organisation. Empowering because it helped me to realise I’m already a leader and it gives practical insights on how to be a better one! It demystified what a leader is and the feminist leadership lenses bring everything together. The vibe was amazing and the week was full of ‘lightbulb’ moments. The facilitators were really there for us. Bravo!”

**Denise Rosa**, Americas Regional Co-ordinator, ActionAid International

Mirroring the senior programme was the **Middle Managers Leadership Development Programme** (MMLDP), whose 57 participants included staff from ActionAid, World Vision, Compassion International and NCA International. Participants also engaged in a nine-month post-training experiential programme in which they practised and exercised their new leadership skills.

In addition to Federation-wide leadership programmes, a dedicated coaching programme was available for all new leaders joining ActionAid, as well as country leadership support and Board retreats.

ActionAid Denmark led the **Training4Change** programme, reaching more than 12,300 people through national training platforms and the global Training Centre for Development Cooperation in Tanzania. Training4Change adopted an online Networked Toolbox, giving course participants access to additional peer practitioners and case studies, reflecting

ActionAid’s belief that training includes providing support and tools before, during and after the taught component.

ActionAid Denmark also led the **People4Change** programme, facilitating global support and solidarity through the placement of development practitioners in 23 countries in 2016. These experts complemented and enhanced the skills and knowledge of the organisations that ActionAid works with through coaching processes, critical reflection and the grounding of innovative tools and methodologies within local contexts. For example, in Malawi, Mozambique and Tanzania, People4Change advisors supported national work on financing education through tax justice.

## Feminist Leadership

Significant strides were made across the Federation in 2016 to embrace commitments to women's advancement and feminist leadership. 'Feminist leadership' is advancing the vision of a feminist social transformation, and Federation leadership and staff members are expected to embrace principles and behaviours that are consistent with ActionAid's feminist values.

In 2016, both the SLDP and MMLDP courses included a one-day feminist leadership module, and several management capacity building initiatives were held on feminist leadership as a concept, its principles, and how to put it into action. There was positive participant feedback on how this enhanced understanding and will change the way managers lead their teams. A workshop on feminist leadership was also held at the June General Assembly to strengthen understanding of the concept and how its practice can advance ActionAid's mission, values and impact.

**Feminism** aims to dismantle patriarchy by challenging ideologies of discrimination, especially gender and other socio-cultural norms. Feminism demands greater access to and control over materials, knowledge and social resources for women and other oppressed genders. By weakening structures of power, feminism promotes equal voice and power in private and public decision-making, and transformation of the institutions and structures that reproduce gender discrimination.

In spite of the strong political commitment to women's rights internally, there are still gaps in practice, attitudes and behaviour. As the new International Strategy has adopted a feminist lens through which to see all of ActionAid's work, the Federation will continue to strengthen internal capacities and build feminist leadership at all levels.

## Staff Security

During 2016, ActionAid consolidated its approach to staff security across the Federation by ensuring safety and security protocols were in place, creating cross-functional support groups and monitoring high risk contexts – in particular, political and election-related risks. This enabled ActionAid to successfully manage risks to staff and operations, including in Thailand (security protocols activated after bombings); Afghanistan and Pakistan (ongoing conflict); Democratic Republic of Congo and The Gambia (elections); and Ethiopia (state of emergency restrictions).

At the international level, ActionAid Uganda led a working group on shrinking political space that produced a position paper and country advocacy strategy to guide staff security and programme implementation in increasingly repressive contexts.



Members of a women's livelihood group standing in their chilli field funded with a loan from ActionAid in Pakokku, Myanmar.

PHOTO: ACTIONAID

## Systems

Significant progress was made during 2016 in the development of integrated ActionAid systems:

- A Proof of Concept was completed for the global **Contract Management System** – a harmonised system to manage funding contracts across the Federation. This involved a workshop with participants from ten countries and the International Secretariat.
- Linked with the Contract Management System, work continued on the **Global Finance System**, with pre-implementation pilots launched in the UK, Malawi and Kenya. The Global Finance System will deliver a common platform for financial management that will accommodate local management needs while achieving Federation-wide consistency and standardisation.
- **IT systems** also progressed, with the piloting of Office 365 by 120 users.

## Sustainability and Green Action

ActionAid Bangladesh continued to lead ActionAid's sustainability work and the measurement and reduction of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) emissions. In 2016, 12 countries across the Federation recorded 2,785 tonnes of CO<sub>2</sub>e, which included Bangladesh, Cambodia, Guatemala, Nepal, Pakistan, the UK and Vietnam – all of which have consistently reported their emissions since 2013. Improvements in the accuracy and scope of reporting mean that the emissions recorded by these countries have increased over that period. However, real progress has been made towards improved sustainability – for example, ActionAid Bangladesh has reduced its office energy use by 40% since 2009 and ActionAid Nepal has reduced by a third the number of flights taken by staff since 2013.

Many other ActionAid offices took steps to reduce fuel consumption, limit waste and recycle. For example, ActionAid India saved around 10,000 sheets of paper by switching to digital and scanned

“I like the fact that ActionAid isn’t just about providing relief but is an agent for social change, helping people to help themselves.”

Georgia Alice Wade, ActionAid Supporter, Australia

documents. The **Community Voices** initiative (see [p53](#)) allowed countries to reduce paper use and transport costs through the development of electronic sponsorship communications. ActionAid India started to replace child sponsorship letters with videos. SMS (text) message updates for sponsors are also being trialled in a number of other countries. The challenges in recording, measuring and reporting progress on sustainability across the Federation indicate that this is an area that needs strengthening in future.

In addition to activities to reduce CO<sub>2</sub>e emissions, several countries supported ‘green’ initiatives and campaigns such as Earth Hour. On World Environment Day, Activista groups organised environmental clean-ups in Vietnam and tree-planting in Nepal to highlight their concerns about green issues. In Bangladesh, sponsored children were given the opportunity to participate in tree planting initiatives,

resulting in over 1,600 saplings being planted, and events were held in 100 schools across Dhaka.

## Accountability

### **Principle I: Participation and Inclusion**

Participation and inclusion by all community members is at the heart of what ActionAid does and how it works. ActionAid seeks to grow an understanding of what inclusion means and how it can be applied in practice, while building on core strengths and ways of working. In 2016, ActionAid UK supported three disability pilot projects in Myanmar, Palestine and Nigeria. The projects will run until mid-2017 and the results will be used to inform strategic thinking on how ActionAid can best support people with disabilities as empowered self-advocates in development, addressing the barriers that hinder their access and participation.

### **Principle II: Evaluation and Learning**

In 2016, ActionAid continued to improve monitoring, evaluation, and learning from its impact. At country level this included working with partners and community members through review and reflection processes such as: mapping where power lies; storytelling; questionnaires; and project evaluations. To support these improvements, ActionAid harmonised its Reflection-Action methods and public participation tools and expanded its HRBA trained peer network to over 120 local community facilitators.

At Federation level, the *Taking Stock Review* assessed achievements and identified critical lessons from the implementation of ActionAid’s International Strategy, **People’s Action to End Poverty**. The *Review* was a major input into the development of the new International Strategy and informed action on organisational priorities taken during the year.

“I support ActionAid because I want to leave behind me a world better than the one I found.”

Carlo Alberto, ActionAid Supporter, Italy

**Principle III: Transparency**

ActionAid dramatically enhanced transparency in 2016, publishing 2015 annual income and expenditure data on all relevant contracts for the [International Aid Transparency Initiative](#), and submitting a full biennial INGO Accountability Charter Report to [Accountable Now](#). ActionAid engaged closely with Accountable Now’s review of its submission, taking on board comments and using them to learn lessons on participation, learning and transparency.

At country level, ActionAid’s initiatives to ensure transparency in communities included: transparency boards displaying project income and expenditure; Board member visits to communities; transparency workshops; and an improved website and online M&E tools. For example, transparency boards (detailing income and expenditure over a three-year period) were posted outside ActionAid offices and in communities in The Gambia, and ActionAid Vietnam moved to an online M&E system, making planning, approval and reporting processes

accessible to donors, government officials and community members.

**Principle IV: Complaints Response and Resolution**

ActionAid takes all complaints seriously, ensuring the channels for making complaints are always open to supporters, partners, the general public, and people living in the communities with which it works. In addition to responding to all complaints, ActionAid also strives to learn from its mistakes.

Across the Federation, ActionAid received a total of 779<sup>1</sup> complaints in 2016, a 45% reduction on the figure for 2015. Complaints from financial supporters were the most numerous, relating mainly to the activities of face-to-face fundraising teams and child sponsorship communications.

Nineteen complaints were received from partners or community members. These complaints were related to inadequate provision of goods and services, late disbursement of funds from ActionAid, and

allegations of improper activities made against ActionAid partners. All complaints were investigated and two, in India and Guatemala, resulted in the termination of partnerships.

**Principle V: Monitoring Commitments and Ensuring Compliance**

In June 2016, the ActionAid Assembly approved a Revised Assurance Policy, updating the 2010 Assurance Policy and underlining the Federation’s commitment to enhancing internal compliance with ActionAid policies. Implementation of the Assurance Policy commenced with the development of the policies book and monitoring tools. The processes for self-assessment and reporting to the Governance Structures (International Board and General Assembly) will commence in 2017.

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<sup>1</sup> This figure does not include data from ActionAid Italy, for whom it was not possible to disaggregate complaints from queries. ActionAid Italy received a total of 7,366 queries in 2016, a 35% reduction on 2015 figures (11,324).



**Naema's** farm in Somaliland used to flood regularly, threatening her livelihood. ActionAid built a gabion (wall made of rocks covered in wire) that provides a barrier to stop flood waters from inundating her land.

PHOTO: JENNIFER HUXTA/ACTIONAID

At the end of 2016, the ActionAid Federation comprised 29 Members (22 Affiliates and 7 Associates) and 16 Country Programmes, plus presences in the Arab Region (covering Jordan, Lebanon, Palestine, Egypt, Tunisia and Morocco), and the Philippines.<sup>2</sup>

- **Affiliates:** Australia, Bangladesh, Brazil, Denmark, France, Ghana, Greece, Guatemala, India, Ireland, Italy, Kenya, Malawi, Mozambique, the Netherlands, Nigeria, Sierra Leone, Sweden, The Gambia, Uganda, UK, USA.
- **Associates:** Indonesia, Nepal, Rwanda, Tanzania, Thailand, Vietnam, Zambia.
- **Country Programmes:** Afghanistan, Burundi, Cambodia, China, Democratic Republic of Congo, Ethiopia, Haiti, Lesotho, Liberia, Myanmar, Pakistan, Palestine, Senegal, Somaliland, South Africa, Zimbabwe.

During the year, the Federation welcomed ActionAid Mozambique's transition to Affiliate membership and two new Associate Members: ActionAid Rwanda (formerly a Country Programme), and

Yappika-ActionAid (Indonesia), which was a new joining organisation. ActionAid also signed a formal co-operation agreement with Alianza por la Solidaridad (Spain) with the intention of exploring future membership.

Due to ongoing resource constraints and considerations of strategic presence and impact, the ActionAid Assembly took the difficult decision to exit from Nicaragua (completed in 2016), and Lesotho (by 2018); and to deregister its presence in China (by mid-2017). ActionAid is committed to remaining in solidarity with the communities and movements in the countries where a presence is being phased out, and will continue working on issues related to the impact of China's economic policies and investments in developing countries.

## ActionAid General Assembly

The General Assembly brings together the governance of ActionAid International (29 ActionAid Members) with the aim of providing leadership at the highest level

of governance, thus creating a more democratic, networked and accountable Federation, able to support ActionAid's mission.

In June 2016, the Assembly held its **Annual General Meeting** in Maputo, Mozambique, to make decisions, provide policy directions and to exercise oversight on the work of the organisation. This meeting provided direction for the new International Strategy development process, affirming a participatory and inclusive process. Together, governance and management functions drew upon the 2016 *Taking Stock Review* and external context analyses to develop potential scenarios and co-create the Federation's future direction.

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<sup>2</sup> Affiliate Members have full membership of the ActionAid Federation and have equal powers in the ActionAid General Assembly. Associate Members are Members making the transition towards full Affiliate membership. Both categories are semi-autonomous interdependent entities with their own national Boards and management structures. Country Programmes are legal branches of ActionAid International or ActionAid UK, and do not have their own national Boards or Assemblies. ActionAid has a presence in countries where there is no Member or Country Programme office, but activities are being implemented in line with the mission.



The Assembly also approved four Members' motions:

- *Challenging corporates that profit from the illegal occupation of Palestine* – ActionAid Palestine, Denmark, UK and the International Secretariat developed a strategy for engagement, identified companies profiting from the occupation, conducted a review of the worst offenders, and called on all Federation Members to undertake an audit of their relationships with the companies identified. The motion's activities will be incorporated into a campaign marking the 50th anniversary of the occupation.
- *Building a pathway to increasingly align ActionAid with a feminist agenda* – A feminist lens was incorporated into the development of the new International Strategy, and applied to the Federation's HRBA, leadership, organisational culture and ways of working. This strategic move sharpens the power analysis of gender and other inequalities, and recognises ActionAid's long history of working with women leading their communities out of poverty.

- *Treasury management and investment portfolio* – This was discussed by the Finance Directorate and the Board Finance and Funding Committee, and an implementation plan was agreed. During the year, implementation of a more centralised approach to foreign exchange conversion resulted in significant savings for the Federation.
- *Call for a federal digital strategy* – The development of a digital strategy was incorporated into the new International Strategy. The redesign of the International Secretariat in early 2017 will ensure critical skills, knowledge and capacity are available to provide leadership in developing and co-ordinating the delivery of the technology and digital strategy.

Other motions approved by the 2016 Assembly included the Assurance Policy (see [p46](#)) and the revision of the Resource Allocation Framework, which determines how resources are managed within the Federation (see [p55](#)).

Also, at Members' request, an **Extraordinary General Meeting** was held in December 2016, in Arusha, Tanzania, to adopt the new International Strategy, which was unanimously approved. **Strategy 2028: Action for Global Justice** (see [p57](#)) continues the political process of internationalisation, with Members committed to becoming an ever-more unified and networked Federation, sharing resources and co-creating a bold agenda for deepening rootedness, engagement with poverty, injustice, inequalities, and addressing all forms of power that cause these. The 12-year Strategy will be implemented through three-year cycles, supported by more detailed operational plans.

**Governance workshops** were held at both General Assembly meetings. In June this addressed feminist leadership and in December it focused on increasing the capacity of Boards to effectively manage, assess and support Country Directors through a Performance Management system. A Woman in Governance dinner was also held in June, to a foster dialogue among female Board members.

## International Board Members

Andrew Purkis

Aruna Rao

Chiara Somajni (*Vice Chair*)

Elizabeth M. Wakilo Righa (*appointed June 2016*)

Emira Woods

Janet Ramatoulie Sallah-Njie

Michael Lynch-Bell (*Treasurer*)

Nyaradzayi Gumbonzvanda (*Chair*)

Roberto Kishinami

Showvik Das Tamal (*appointed June 2016*)

Trine Pertou-Mach

Vijay Krishna Shunglu

Poguri Chennaiah (*retired June 2016*)

## ActionAid International Board

The International Board provided effective and regular governance oversight to the Federation, in line with its constitutional duties, ensuring that statutory and legal obligations, and internal and external accountabilities, were met. This included support and guidance to the Federation management structures (Chief Executive, International Secretariat and the Federation Leadership Team).

In 2016, Poguri Chennaiah retired from the Board and Showvik Das Tamal, a

youth leader and human rights lawyer, was elected to the Board. His appointment reflects the commitment by the Federation and the International Board to increase youth participation in governance.

The Annual Board Self-Review considered issues of the Board's legacy, agreed in 2014, and identified the following as priority areas of focus: external engagement, interaction with Members, and financial sustainability.

The Board also reviewed and made changes to the composition of its Committees. In addition to guiding and contributing to the International Strategy development and organisational change plans, during the year the Committees also undertook the following:

- **Governance and Board Development Committee:** managed governance issues around the strategic planning process; supported the successful shift to a more democratic Assembly election process; and monitored the membership development processes

of ActionAid Rwanda, Yappika-ActionAid (Indonesia) and the affiliation of ActionAid Mozambique.

- **Finance and Funding Committee:** achieved progress on treasury management; supported staff and Board members to manage the resource allocation and investment processes; and maintained oversight of Federation financial management and fundraising performance.
- **Audit and Risk Committee:** supported greater transparency in ActionAid International's work; clarified the need for comprehensive IT risk assessment; and supported the expansion of the internal audit capacity and greater oversight of countries at risk.
- **Human Resources and Organisational Development Committee:** contributed to a survey of national Boards on involvement in promoting feminist leadership; and provided guidance to management on the Federation Change Management Process, as well as oversight on the implementation of the Global Human Resource Policies.

## Optimising Governance

Thirteen years since ActionAid's commitment to internationalisation (a structural transformation towards a democratic and accountable organisation owned equally by all Members), the Federation continues to confront challenging realities and learn from its experiences as it seeks to fully embrace a governance model that fosters legitimacy, efficiency, democracy and agility.

An external study was conducted in 2016 to identify opportunities to optimise ActionAid's governance model at national and international levels. Its recommendations were considered in the development of the new International Strategy, which continues to move ActionAid closer to its vision of internationalisation, active 'dual citizenship' (at national and global/Federation levels) and a more democratic, networked and accountable Federation.

In addition, the *Taking Stock Review* noted that a number of positive initiatives to

promote internationalisation, though still in their early stages, were beginning to bear fruit. These included:

- **International Platforms**, which support efforts to devolve power within the Federation and encourage country leadership on global priorities. All six Platforms – one for each of the strategic areas of work and one on integrating systems across the Federation – met successfully in 2016, bringing countries, the Secretariat, and in some cases external allies, together to: share and integrate plans; make decisions on policy research, advocacy and campaign initiatives; and share learnings and experience.
- The **delegation** of international work to countries with the capacity to lead and add value to delivery of the mission. By the end of 2015, nine delegations<sup>3</sup> had been approved by the International Board. These operated throughout 2016 and will be reviewed in 2017.
- The **Federation Leadership Team** (FLT), a representative body made up of eight Country Directors, the Chief Executive Officer and Deputy Chief

Executive, considers issues that affect all countries in which ActionAid works. In December 2015, following an external review, the International Board endorsed the recommendation to continue the FLT as an advisory and decision-making management structure, given the overwhelming support and value it has added in democratising decision-making and strengthening the Federation's unity.

ActionAid continues to reflect on existing power dynamics and relations within the Federation and to work on shifting power internally through strengthening agreed systems and structures, such as decision making through the FLT, implementing the Resource Allocation Framework, and promoting feminist leadership initiatives.

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<sup>3</sup> Organisational sustainability – ActionAid Bangladesh; Humanitarian response communication, funding and policy – ActionAid UK; Safe Cities for Women campaign – ActionAid Liberia; Democratic governance – ActionAid Denmark; Disaster risk reduction policy, resilience, programming and climate justice – ActionAid Bangladesh and ActionAid USA; Women in emergencies – ActionAid Australia; Strategic expansion – ActionAid Italy; Advancing accountability through decentralised governance systems and Enhancing accountability to disaster-affected communities – ActionAid Kenya.

**Rafatu** has benefited from an ActionAid-supported women's empowerment and education programme. *"I heard about women's rights for the first time from ActionAid. I had never thought I could have a right or an opportunity to stand for what I know is wrong. [The] training has empowered me and I am happier in my home."*

PHOTO: ACTIONAID



## Income

ActionAid's total income in 2016 was €229 million, representing a decrease of 6% on 2015, mostly as a result of Brexit-related exchange rate losses by the British Pound. In addition to exchange rate fluctuations, the Federation was adversely affected by continued fallout from the 2008 financial crisis, a reduction in Danish official aid, the continuing financial crisis in Greece, and lower than planned growth in emerging and mature markets (coupled with increased acquisition and retention costs). These challenges had a negative impact on the amount of flexible, unrestricted income available.

The Federation sought alternative sources of income, reducing costs covered by unrestricted funding and developing financial sustainability plans. Federation-wide projects were initiated to drive long-term financial sustainability, including improved cost recovery mechanisms and continued strategic investments in high-potential fundraising markets.

**Voluntary fundraising** income in 2016 was €134 million, down 12% against 2015. This was the result of a continuing decline in income in the larger supporter marketing fundraising programmes, due mainly to a challenging economic climate and market saturation. High-value donations were also at a lower level than in recent years. Nevertheless, income growth in supporter marketing was seen in Brazil, India, Indonesia, Denmark, France, the Netherlands, South Africa and Thailand. Fundraising investments in key countries performed well, with growth in these emerging markets expected to begin to offset the decline in individual giving in 2017.

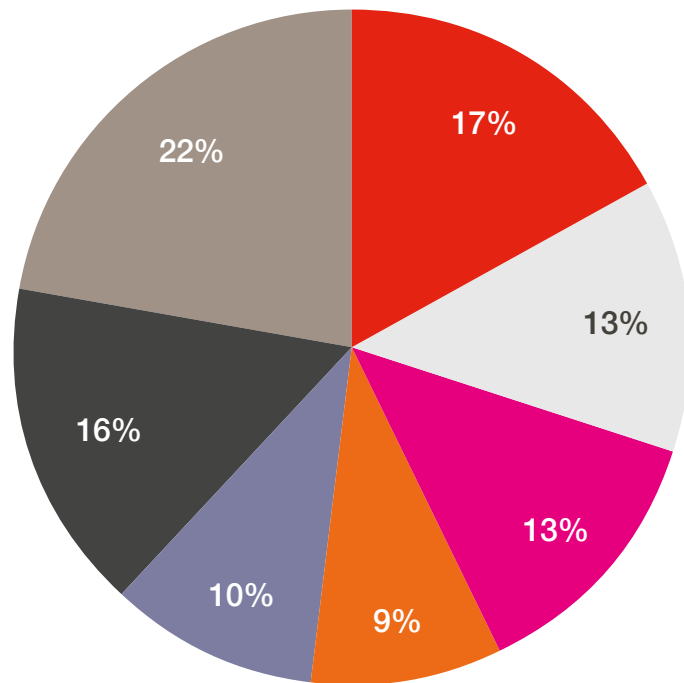
In **high-value fundraising**, there was growth on 2015 income levels in Denmark, India and Bangladesh. The growth in emerging markets has positioned ActionAid for better results in 2017.

Global **child supporter and other regular giving** numbers are down by around 2.5% on 2015 figures to 460,000

supporters – mainly the result of lower levels of acquisition in key markets. Despite this, retention levels improved in a number of markets.

The innovative **Community Voices** project aimed to revitalise sponsorship communications by giving fundraising offices greater flexibility over how and when they communicate with sponsors. Content is collected by countries and then shared via an online database for fundraising offices to access and share in a variety of ways, such as emails, letters, or SMS (text) messages. Following a successful pilot with four fundraising offices and eight countries, in 2016 the traditional Progress Reports and Community Newsletters were phased out, with all countries set to use the Community Voices platform from the beginning of 2017.

## Programme spend by strategic objective



- Rights to land, agricultural services and natural resources
- Holding those in power to account
- Strengthening the rights and education of children and young people
- Protecting rights during conflict and emergencies
- Securing the rights of women and girls
- Other programmes
- Indirect

In 2016, **Institutional income** was €81 million, which represented 35% of total income. Although there was a slight decline in institutional income of around 4.8% on 2015, institutional income continues to show resilience in the challenging external and internal context.

Countries such as Myanmar, Malawi, Bangladesh and Nigeria continued to build strong grant portfolios. In contrast, there was a decline in income from some more developed countries, notably Denmark. This change in the pattern of income flow reflected wider institutional donor trends to directly fund partners in developing countries.

Although there is still a dependency on larger European markets, such as the UK and Denmark, there is a clear drive towards diversification and an increase in Federation Members' interest in applying for institutional funding, including venturing into new funding mechanisms, such as tenders. Strong examples of this were ActionAid International winning a tender from the Swiss Agency for Development and Cooperation and ActionAid Malawi acting as principle recipient of a large Global Fund grant.

In steps towards **efficient grant management**, ActionAid signed fewer but larger contracts. The total value of contracts in 2016 was 30% higher than in 2015, and ActionAid secured its highest number of contracts to date from the **European Union (EU)** – worth €12 million.

With growth in income from institutional donors and increased complexity of funding mechanisms, there is a greater need for **effective systems, processes and practices**. The right expertise, donor intelligence and capacity enables ActionAid to be responsive and agile while maintaining quality programmes in line with the mission and values, ensuring effective cost recovery and managing risk.

## Expenditure

ActionAid's total expenditure in 2016 was €228 million, which represents a decrease of 10% on 2015. The Federation reduced expenditure in line with income and minimised the deficit.

The financial resources invested in programme activities (see [p54](#)) reflects

## Resource Allocation Framework (€'000)

	2014	2015	2016	Targets
Fundraising costs	38.7	41.7	<b>44.0</b>	
<i>As a % of total income</i>	17%	17%	<b>19%</b>	<b>&lt;22%</b>
Programme costs	146.4	161.8	<b>141.1</b>	
<i>As a % of total income</i>	64%	67%	<b>62%</b>	<b>&gt;65%</b>
Support costs	39.3	46.0	<b>39.4</b>	
<i>As a % of total expenditure</i>	17%	18%	<b>17%</b>	<b>&lt;15%</b>
IS costs – unrestricted	17.0	18.4	<b>19.2</b>	
<i>As a % of total expenditure</i>	7%	7%	<b>8%</b>	<b>&lt;8%</b>

the prioritisation of countries across the programme areas of rights to agriculture and natural resources, rights for women and girls, holding those with power to account, education and youth, and humanitarian response and resilience.

The **Resource Allocation Framework** (RAF) sets out targets that ActionAid aims to achieve in order to ensure accountability to supporters, and the focusing of resources on the mission to ensure maximum impact. The 2016 figures (see table above) show an increase in

Fundraising expenditure and Fundraising costs as a percentage, in response to falling income in some traditional supporter markets. The drop in Programme costs (overall amount and as a percentage), was largely due to funding cuts made by the Danish Government towards the end of 2015. In response to this, many countries adjusted their operating model and re-structured in 2016 to ensure longer-term financial sustainability and realign expenditure with targets. As a result, there was a significant reduction in expenditure on Support costs. Support costs represent

expenditure incurred on management and the provision of the facilities and services that enable fundraising, programme and governance activities to be carried out efficiently. Reduced expenditure by the International Secretariat (IS costs) mirrored that achieved by countries, and there was also a corresponding reduction in governance costs (see Financial Accounts).

The net deficit for the year was €2.9 million after gain on investments and exchange losses, resulting in total reserves of €84.9 million, reflecting a small utilisation of reserves. Restricted reserves of €54.3 million comprise 64% of the total; unrestricted reserves of €30.6 million comprise 73% liquid funds and treasury reserves and 27% property, plant and equipment reserve.

An update on the review of the RAF and process for revision will be discussed at the 2017 Assembly.

**Wangu Kanja** is the founder and Executive Director of ActionAid partner Wangu Kanja Foundation, which helps survivors of sexual violence access medical, psychological and legal support in Nairobi, Kenya.

PHOTO: GEORGINA GOODWIN/ACTIONAID

I am Committed to ending sexual and Gender Based Violence

Break the Silence on Gender Based Violence

I make a stand to end Gender Based Violence



Restoring Dignity to Survivors of Sexual Violence through economic empowerment

SUPPORTED BY:  
ATAIAN HIGH  
MISSION



2016 was a year of achievements and challenges, with the rapidly changing global and financial context prompting ActionAid to evolve in order to remain effective and relevant. Recognising the need for agile decision making, innovation and adaptability, ActionAid brought forward the development of its new International Strategy, which will be effective from 2018 (2017 will be a transitional year).

**Strategy 2028: Action for Global Justice** represents the next step in ActionAid's development, rooting the Federation more deeply in the contexts in which it works, while connecting social justice struggles at local, national and international levels. The new International Strategy builds on the lessons learned and experience gained by ActionAid and partners during the implementation of the previous Strategy, as well as wider analysis and practice.

Under the new International Strategy, ActionAid's mission and vision are restated as:

- **Mission:** A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.
- **Vision:** To achieve social justice, gender equality, and poverty eradication by working with people living in poverty and exclusion, their communities, people's organisations, activists, social movements and supporters.

The Federation has committed to applying a **feminist lens** and values in all of ActionAid's work, which will guide the implementation of the mission and vision. This strategic move recognises ActionAid's long history of working with women who are leading their communities out of poverty – women's rights being one of the strongest areas of the Federation's policy, campaigns, programmes and communications work. Applying a feminist

lens sharpens ActionAid's power analysis of gender and other inequalities. The new International Strategy also recognises **women and young people** – the majority of the population in many countries where ActionAid works – as important drivers of change.

ActionAid will continue to apply and strengthen the **Human Rights Based Approach** that defines its work. The core aspects of the approach – empowerment, solidarity, campaigning and developing alternatives – will shape the development and implementation of programmes under the new International Strategy. This work will be supported by further investment and improvement in Federation-wide systems and frameworks, such as monitoring and evaluation, finance, contract management, and digital innovations.

The interconnected nature of the issues on which ActionAid works demands greater **collaboration and solidarity** within and among countries to influence structural change. Building on existing programming



Women from the Savings and Credit Co-operative, started with ActionAid funding, which now has over a hundred members in Shewa Region, Ethiopia.

PHOTO: GREG FUNNELL/ACTIONAID

that supports the agency of people living in poverty and exclusion to claim their rights, ActionAid will increasingly connect the people, partners and communities with whom it works to broader people's organisations and social movements engaged in struggles for justice at every level.

ActionAid's federal model will also evolve further, to ensure the Federation's collective investments are maximised. This will include continuing to build the architecture that facilitates 'dual citizenship' and mutual accountability; reviewing the roles of the International Secretariat and Members; strengthening the frameworks that facilitate collaboration and collective work among Members; and investing in capacity development as Members take on more international roles.

### **CHANGE IS POSSIBLE!**

It is rooted in the individual and collective empowerment of the people most affected to know, claim and defend their rights over the long term, deepened through democracy and participation, and supported by global solidarity and campaigning for just alternatives in collaboration with movements, coalitions and committed supporters. To find out more visit:

[www.actionaid.org](http://www.actionaid.org)



**Zeinab**, aged 10, walks to school with her friends. The girls are part of ActionAid's sponsorship programme in Tanzania.

PHOTO: RACHEL PALMER/  
ACTIONAID

## Introduction and Treasurer's Note

The financial report and accounts for the period ended 31 December 2016 bring together the activities and financial position of all of the entities that work under the name ActionAid International. Financial statements encompass ActionAid International (International Secretariat and Country Programmes managed by ActionAid International), Affiliate and Associate Members, as described in the Financial and accounting policies.

The Audit and Risk Committee and Finance and Funding Committee, in joint sessions, have responsibility for monitoring and challenging, where necessary, the integrity of our annual report and financial accounts, establishing and overseeing the Federation's relationship with the external auditors, including the monitoring of its independence and expertise, the terms of reference of its engagement and fees, assessing the effectiveness of the audit process, agreeing the scope of the external auditors annual audit plan and reviewing the output. Ernst & Young were re-appointed as external auditor to provide audit services for the 2016 year and onwards.

The joint Committees considered, amongst other matters, a number of significant issues in relation to the financial reporting of the Federation, including revenue recognition, restricted and unrestricted income, treatment of foreign exchange, management of expenditure through partners, procurement and general expenditure, compliance with local laws and regulations including taxation, country specific risks, the level of our reserves, and the aggregation process.

**Internal control:** The ActionAid International Board, accountable to the ActionAid International Assembly, has overall responsibility for the system of internal control in the International Secretariat and Country Programmes, and through the internal audit function monitors the control environments of ActionAid International's Members. The system provides reasonable but not absolute assurance that ActionAid International operates efficiently and effectively, safeguards its assets, maintains proper records and complies with relevant laws and regulations. The national Boards have the primary function of oversight and monitoring performance at national level. The members of the ActionAid International Board oversee a comprehensive accountability system. This includes rolling three-year plans, approved annually by Members' Boards and on an aggregated basis by members of the ActionAid International Board. The ActionAid International Board compares actual results with plans and forecasts and non-financial performance data.

Other controls include delegation of authority and segregation of duties. The ActionAid International internal audit function regularly reviews internal controls across ActionAid International and submits reports to the Audit and Risk Committee. The ActionAid International Board has accepted responsibility for the preparation of these aggregated non-statutory financial statements for the year ended 31 December 2016, which are intended to give a true and fair view of the state of affairs of ActionAid International at that date and of its deficit (after exchange rate losses) for the period then ended. They are prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union (EU), adjusted

to include the creation of a property, plant and equipment replacement reserve, with additional voluntary disclosures appropriate to an international NGO.

In preparing these aggregated non-statutory financial statements, members of the Board have:

- Selected suitable accounting policies and applied them consistently.
- Made judgements and estimates that are reasonable and prudent.
- Stated whether appropriate accounting standards have been followed subject to any material departures being disclosed and explained in the financial statements.
- Prepared the financial statements on the going concern basis as they believe that ActionAid International will continue to operate for the foreseeable future.

Members of the Board are responsible for ensuring that adequate accounting records are kept for ActionAid International and for monitoring the standard of record keeping of Members and Country Programmes, so that they can disclose, with reasonable accuracy, the financial position of ActionAid International and to enable them to ensure that the financial statements comply with IFRSs and ActionAid International's accounting policies. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of ActionAid International and to prevent and detect fraud and other irregularities. They are responsible for the maintenance and integrity of the financial and other information included on the organisation's website.

### Currency effects on performance

There were notable effects from Brexit on exchange rates resulting in a reduction in the value of the British Pound. Due to the high level of income received by the Federation in British Pounds this resulted in a reduction in income in 2016 when reported in Euros (reducing by 6% from 2015). Without this

movement in exchange rates, income would have increased by Euros 3.9 million.

The concentration of assets and liabilities by major currency, is set out in Note 10 to the Accounts below.

### Losses through financial irregularities, including fraud

The total recorded losses through fraud in 2016 were €130,837 involving 23 cases in 14 countries compared to €44,413 in 2015, €45,196 in 2014, €169,092 in 2013 and €50,700 in 2012. 58% of fraud-related losses recorded in 2016 were from incidences in three countries: Zimbabwe €32,290; Philippines €24,480 and South Africa €18,486. One staff member was dismissed for fraud related offences in 2016 and two partnerships were terminated.

Other losses (not fraud related) in 2016 totalled €218,131. These represent amounts lost through theft, negligence, disallowances and other means in the course of normal ActionAid operations. The increase in 2016 was occasioned by disallowances from donors, particularly in Mozambique - €129,409.

Our joint efforts to manage the risk of disallowances on donor funded projects are intensifying and should ultimately lead to reduced repayments. We have increased the size of the Internal Audit function in the year to help achieve this. Internal Audit, Finance and the Partnership Development (Grant Compliance) teams continue to prioritise increasing awareness around compliance with donor contracts and monitoring the trends on the repayments.

### Outlook for 2017

The financial outlook for 2017 reflects low growth in income as we experience the effects of political and economic uncertainties continuing from 2015 and 2016. Our response to this was to bring the strategy process forward and **Strategy 2028: Action for Global Justice** was adopted in December 2016. The key implications for finance are:

- The organisational change to be a more agile, unified and networked Federation. This highlights the need for the International Secretariat re-design that is progressing during 2017 and the investment in and implementation of a Global Financial System that will bring efficiencies as well as cost savings.
- The strategic shift in resourcing our work to collectively prioritise securing resources from diverse sources aligned to our vision and values to meet strategic funding needs and build a culture of fundraising innovation. An example of this was the inclusion of Yappika-ActionAid from Indonesia into ActionAid during 2016, to develop another fundraising entity that would support work in their home country as well as for others in the Federation.

Growth is not expected to be linear. We will invest and expect growth in new and emerging markets to be accelerated in the second half of the strategy period. We will strive to maintain existing support from established markets throughout.

We are committed to maintaining the same balance of voluntary fundraising and institutional funding, and within voluntary fundraising we will strive to grow regular giving income faster, recognising the need for more unrestricted income to deliver Strategy 2028.

### Reserves policy and performance

ActionAid holds reserves to allow our work to continue during periods when income may fluctuate. We do this to show our long term commitment to our beneficiaries. We divide our funds into:

- Restricted reserves: funds which are earmarked for particular purposes, e.g. an appeal to help victims of disasters, but have not yet been spent.
- Unrestricted reserves: being general funds which can be used for any expenditure. These funds are invested in largely short-term funds, with banks and other institutions with some held in longer term investments. Our policy is to hold 2.6 months of reserves based on planned operating expenditure in the following year.

Reserves are defined here as:

- Funds from supporters, typically committed givers, excluding property, plant and equipment. Balances which result from grants of partnership income, for example from official donors, are not included within this definition of 'reserves'.
- Unrestricted funds held by Affiliate and Associate Members and ActionAid International.

The unrestricted liquid funds and treasury reserves of €22 million at the end of 2016 (as shown in the Aggregated Statement of Financial position, see [p67](#)) represent a margin of €6 million over the policy requirement.

### Investment policy and performance

The Board's policy in relation to ActionAid International's long term investments is that they should achieve a higher income than is achieved on ActionAid International's liquid resources while over time benefiting from the capital growth that is available from an investment portfolio. The majority of investments are held by ActionAid International and in 2016 the total return (income and capital growth) achieved on the portfolio was 13.7% (net of fees) (2015: 3%).

The return on investments was below benchmark performance of 21.1%, however it is important to note that benchmark tracking is complex due to our ethical investment requirements, which are not relevant for the benchmark index.

Overall the performance reflected a strong year in the financial markets, with particularly strong performance in the second half of 2016.

All investments were made in line with ActionAid International's ethical investment policy.

# Auditor's Report

## Independent Auditor's Report on the Aggregated Non-Statutory Financial Statements.

### To the Members of ActionAid International (the Federation)

#### Opinion

We have audited the aggregation performed by management to compile the aggregated non-statutory financial statements of ActionAid International set out on pages 66 to 93, which comprise the aggregated statement of financial position as at 31 December 2016, and the aggregated statement of comprehensive income and aggregated statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the aggregation performed by management to compile the aggregated non-statutory financial statements of ActionAid International for the year ended 31 December 2016 has been prepared, in all material aspects, in accordance with the basis of aggregation and preparation described in Note 1 to the aggregated financial statements.

We have not audited the individual financial reporting packages of any of the aggregated Affiliates/Associates, Country Programmes and the International Secretariat and therefore we do not express an opinion on the individual financial reporting packages, but rather on the aggregation of these financial reporting packages. Our opinion therefore does not extend to the underlying amounts used in the aggregation or the aggregated amounts themselves and only extends to the method of aggregation applied.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Aggregation of the Aggregated Non-Statutory Financial Statements* section of our report. We are independent of the Federation in accordance with the Independent Regulatory Board for Auditors *Code of Professional Conduct for Registered Auditors (IRBA Code)*, the International Ethics Standards Board for Accountants *Code of Ethics for Professional Accountants (IESBA code)* and other independence requirements applicable to performing audits of the Federation, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Emphasis of Matter - Basis of Aggregation and Preparation and Restriction on Distribution and Use

We draw attention to Note 1 to the aggregated non-statutory financial statements, which describe the basis of aggregation and preparation. The aggregated non-statutory financial statements are prepared for the Federation's Members, as a body, solely for the purpose to publish aggregated non-statutory financial statements in accordance with the terms of our engagement. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

#### Other Information

The members of the Board are responsible for the other information. The other information comprises the Treasurer's Report. Other

information does not include the aggregated non-statutory financial statements and our auditor's report thereon.

Our opinion on the aggregation of the aggregated non-statutory financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the aggregation of the aggregated non-statutory financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the aggregated non-statutory financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Board Members' Responsibility for the Aggregated Non-Statutory Financial Statements**

Members of the Board of ActionAid International are responsible for the preparation of these aggregated non-statutory financial statements in accordance with the basis of aggregation and preparation described in Note 1 to the aggregated non-statutory financial statements, for determining that the basis of preparation and method of aggregation is acceptable in the circumstances and for such internal control as the members of the Board determines is necessary to enable the preparation of aggregated non-statutory financial statements that are free from material misstatement, whether due to fraud or error.

The members of the Board are responsible for overseeing the Federation's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Aggregation of the Aggregated Non-Statutory Financial Statements**

Our objectives are to obtain reasonable assurance about whether the aggregation of the aggregated non statutory financial statements is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these aggregated non statutory financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the aggregated non statutory financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting.

We communicate with the trustees regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the trustees with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

*Ernst & Young Inc.*

Ernst & Young Inc.  
Director - Cheryl-Jane Kujenga  
Registered Auditor  
Chartered Accountant (SA)  
26 June 2017

# Aggregated statement of comprehensive income for the year ended 31 December 2016

	Note	Restricted (€'000)	Unrestricted (€'000)	2016 Total (€'000)	2015 Total (€'000)
<b>Income</b>					
Committed giving	2	66,712	67,592	<b>134,304</b>	152,985
Institutional income	2	74,123	7,315	<b>81,438</b>	85,525
		140,835	74,907	<b>215,742</b>	238,510
Investment income	2	159	599	<b>758</b>	898
		140,994	75,506	<b>216,500</b>	239,408
Other income	2	9 104	3,379	<b>12,483</b>	3,760
Total income		150,098	78,885	<b>228,983</b>	243,168
<b>Expenditure</b>					
Fundraising	3	7,764	43,170	<b>50,934</b>	49,969
Programme	4	139,596	33,449	<b>173,045</b>	198,805
Governance	5	1,714	2,384	<b>4,098</b>	4,576
Total expenditure		149,074	79,003	<b>228,077</b>	253,350
<b>Net surplus/ (deficit) before transfers and investment profit</b>		1,024	(118)	<b>906</b>	(10,182)
Gain on investments	11	-	220	<b>220</b>	( 169)
Net surplus/(deficit)		1,024	102	<b>1,126</b>	(10,351)
<b>Other comprehensive income</b>					
Foreign exchange gains/(loss)		( 69)	(3,911)	<b>(3,980)</b>	2,458
<b>Net surplus/(deficit) after comprehensive income</b>		955	(3,809)	<b>(2,854)</b>	(7,893)

Notes 1 to 17 form part of these accounts. There are no recognised gains and losses other than those shown above. All incoming resources and resources expended derive from continuing activities

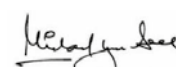
# Aggregated statement of financial position as at 31 December 2016

	Note	2016 (€'000)	2015 (€'000)
<b>Assets</b>			
<b>Non-current Assets</b>			
Property, plant and equipment	9	11,021	11,838
Investments	11	12,197	16,043
<b>Total Non-current Assets</b>		<b>23,218</b>	<b>27,881</b>
<b>Current Assets</b>			
Receivables	12	22,588	25,548
<i>Cash and cash equivalents</i>			
Short term bank deposits		999	999
Cash at bank		80,736	72,494
<b>Total Current Assets</b>		<b>104,323</b>	<b>99,041</b>
<b>Current Liabilities</b>			
Payables	13	(36,551)	(33,014)
<b>Net Current Assets</b>		<b>67,772</b>	<b>66,027</b>
<b>Non-current Liabilities</b>			
Loan payable	13	(6,116)	(6,180)
<b>Total Net Assets</b>		<b>84,874</b>	<b>87,728</b>
<b>Funds</b>			
	14,15		
<b>Restricted funds</b>			
Liquid funds and treasury reserves		51,573	50,123
Property, plant and equipment reserve		2,739	3,234
		<b>54,312</b>	<b>53,357</b>
<b>Unrestricted funds</b>			
Liquid funds and treasury reserves		22,280	25,767
Property, plant and equipment reserve		8,282	8,604
		<b>30,562</b>	<b>34,371</b>
<b>Total Funds</b>		<b>84,874</b>	<b>87,728</b>

Approved by the Assembly of ActionAid International on 22 June 2017 and signed on its behalf by:



**Nyaradzayi  
Gumbonzvanda**  
Chair,  
ActionAid International



**Michael Lynch-Bell**  
Treasurer,  
ActionAid International

# Aggregated statement of changes in funds for the year ended 31 December 2016

	Funds (€'000)	Foreign Currency Translation Reserve (€'000)	<b>Total (€'000)</b>
Total funds brought forward at 1 January 2015	<b>94,791</b>	<b>830</b>	<b>95,621</b>
Net surplus/(deficit)	(10,351)	-	(10,351)
Other Comprehensive income	-	2,458	2,458
<b>Total funds as at 31 December 2015</b>	<b>84,440</b>	<b>3,288</b>	<b>87,728</b>
Net surplus/(deficit)	(1,126)	-	1,126
Other Comprehensive income	-	(3,980)	(3,980)
<b>Total funds as at 31 December 2016</b>	<b>85,566</b>	<b>(692)</b>	<b>84,874</b>

# Aggregated cash flow statement as at 31 December 2016

	2016 (€'000)	2015 (€'000)
<b>Cash flow from operating activities</b>		
Net surplus before transfers and investment losses	906	(10,182)
Investment income net of investment fees	(758)	(898)
Depreciation	2,600	1,333
Decrease in receivables	2,960	(4,783)
Increase in payables	3,473	7,153
<b>Net cash inflow from operating activities</b>	<b>9,181</b>	<b>(7,377)</b>
<b>Cash from investing activities</b>		
Investment income	758	898
Purchase of property plant and equipment	(2,284)	(2,821)
Purchase of investments	-	(612)
Proceeds from the sale of investments	3,178	439
	<b>1,652</b>	<b>(2,096)</b>
Impact of exchange rates on cash and cash equivalents	(3,433)	2,584
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>7,400</b>	<b>(6,889)</b>

	Cash (€'000)	Short term bank deposits (€'000)	Cash held by investment managers (€'000)	<b>Total (€'000)</b>
Cash and cash equivalents at 1 January 2016	72,494	999	1,476	<b>74,969</b>
Net increase in cash and cash equivalents	8,242	(0)	(842)	<b>7,400</b>
<b>Cash and cash equivalents at 31 December 2016</b>	<b>80,736</b>	<b>999</b>	<b>634</b>	<b>82,369</b>

	Cash (€'000)	Short term bank deposits (€'000)	Cash held by investment managers (€'000)	<b>Restated Total (€'000)</b>
Cash and cash equivalents at 1 January 2015	74,193	6,269	1,395	<b>81,857</b>
Net increase in cash and cash equivalents	(1,699)	(5,270)	81	<b>(6,888)</b>
<b>Cash and cash equivalents at 31 December 2015</b>	<b>72,494</b>	<b>999</b>	<b>1,476</b>	<b>74,969</b>

# Notes of the financial statements as at 31 December 2016

## 1. Accounting Policies

### Basis of aggregation and preparation:

The financial statements have been prepared from financial information supplied to ActionAid International by each constituent entity in a common agreed format (Financial Reporting Package). For a breakdown of these entities, please refer to note 4 of the financial statements. Balances due at the year-end date and transactions arising during the year between the constituent entities are eliminated as part of the aggregation process.

The underlying information have been prepared using an entity specific accounting framework derived from International Financial Reporting Standards as adopted by the European Union as the Board members have decided that these standards are the most appropriate to ActionAid International's stakeholders. The financial statements have been prepared voluntarily, under the historical cost accounting rules modified for the revaluation of investments, to give a better picture of the international Federation. Certain additional disclosures, including the analysis of income, expenditure and closing reserves by fund category, and the separation of liquid reserves and funds invested in property, plant and equipment, have been made in line with internationally accepted accounting practices for not-for-profit organisations. The accounting policies adopted are consistent with those of the previous financial year. At the date of issue of these financial statements the following standards and interpretations, which have not been applied in these financial statements, were in issue but not yet effective. Time is given to implement new IFRS and we are currently taking all necessary steps to implement the following standards in good time. The Board members anticipate that the adoption of these standards and interpretations in future periods will have no material impact on the financial statements of ActionAid International.

### Effective in the current period

IFRS 10, IFRS 12 and IAS 28 Investment Entities: Applying the Consolidation Exception - Amendments to IFRS 10, IFRS 12 and IAS 28	1 Jan 2016
IFRS 11 Accounting for Acquisitions of Interests in Joint Operations - Amendments to IFRS 11 7	1 Jan 2016
IFRS 14 Regulatory Deferral Accounts	1 Jan 2016
IAS 1 Disclosure Initiative - Amendments to IAS 1	1 Jan 2016
IAS 16 and IAS 38 - Clarification of Acceptable Methods of Depreciation and Amortisation - Amendments to IAS 16 and IAS 38	1 Jan 2016
IAS 16 and IAS 41 Agriculture - Bearer Plants - Amendments to IAS 16 and IAS 41	1 Jan 2016
IAS 27 - Equity Method in Separate Financial Statements - Amendments to IAS 27	1 Jan 2016
AIP IFRS 5 Non-current Assets Held for Sale and Discontinued Operations - Changes in methods of disposal	1 Jan 2016
AIP IFRS 7 Financial Instruments: Disclosures - Servicing contracts	1 Jan 2016
AIP IFRS 7 Financial Instruments: Disclosures - Applicability of the offsetting disclosures to condensed interim financial statements	1 Jan 2016
AIP IAS 19 Employee Benefits - Discount rate: regional market issue	1 Jan 2016
AIP IAS 34 Interim Financial Reporting - Disclosure of information 'elsewhere in the interim financial report'	1 Jan 2016

### Effective in future periods

IAS 7 Disclosure Initiative – Amendments to IAS 7	1 Jan 2017
IAS 12 Recognition of Deferred Tax Assets for Unrealised Losses – Amendments to IAS 12	1 Jan 2017
AIP IFRS 12 Disclosure of Interests in Other Entities – Clarification of the scope of the disclosure requirements in IFRS 12	1 Jan 2017
IFRS 15 Revenue from Contracts with Customers	1 Jan 2018
IFRS 9 Financial Instruments	1 Jan 2018
IFRS 2 Classification and Measurement of Share based payment Transactions – Amendments to IFRS 2	1 Jan 2018
Applying IFRS 9 Financial Instruments with IFRS 4 Insurance Contracts – Amendments to IFRS 4	1 Jan 2018
Transfer of Investment Property (Amendment to IAS 40)	1 Jan 2018
IFRIC Interpretation 22 Foreign Currency Transactions and Advance Consideration	1 Jan 2018

AIP IFRS 1 First-time Adoption of International Financial Reporting Standard – Deletion of short-term exemptions for first-time adopters	1 Jan 2018
AIP IAS 28 Investments in Associates and Joint Ventures – Clarification that measuring investments at fair value through profit or loss is an investment – by – investment choice	1 Jan 2018
IFRS 16 Leases	1 Jan 2019
IFRS 10 and IAS 28 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28	1 Jan 2019

## Fund accounting

All funds raised by ActionAid International are used in the furtherance of its objects, including the net profits from trading activities. Restricted funds are a significant proportion of the funds and are raised on the basis of an agreement or understanding with the donors that their use will be restricted to certain specified projects, activities or areas of operation. These restricted funds are accounted for separately.

The remainder of the funds raised, including any element of a restricted donation agreed by the donor to be available for use on administrative or other matters, is unrestricted and may be used for any of ActionAid International's general purposes. Designated funds comprise unrestricted funds that have been set aside by the Board members for specific future periods. ActionAid International also identifies separately those funds invested in property, plant and equipment, representing the book value of the property, plant and equipment that have been purchased for use by ActionAid International out of restricted and unrestricted funds. Presentation of these funds separately enables ActionAid International to better assess the liquid resources available to support future expenditure.

## Committed giving

ActionAid International's income consists principally of donations from supporters of a fixed amount usually paid monthly. The majority of supporters are linked directly to a particular country programme, or specifically to a child in that country. Supporters receive periodic communication detailing how their donations have been used in accordance with their wishes. Affiliate and Associate Members of ActionAid International aim to make their income more flexible by encouraging supporters to transfer from child sponsorship to less restricted forms of giving over time.

The accounting for child sponsorship and other committed giving income is in each case in accordance with the information provided to supporters. The majority of the income is allocated according to the primary focus or purpose of the donation. A percentage, usually 20%, is treated as unrestricted funds, as is tax recovered from local revenue authorities. There are also arrangements for a small proportion of these donations to be used for broader charitable work and to support the generation of income within the country programmes.

## Accounting for income

Income is shown gross, before any deduction of associated costs.

Income is accounted for when receivable. It is deemed to be receivable either when actually received, when there is a contract for its receipt and the relevant entity considers that any outstanding conditions under the contract have been met, or when the entity has become entitled to a future payment and its amount can be ascertained with reasonable certainty. Funds received in one accounting period that are specifically restricted to work to be carried out in subsequent accounting periods are not accounted for as income but are treated as deferred income.

Donations in kind are credited to income at an estimate of the gross value of the gift, which will usually be a market price valuation.

Interest earned from the temporary investment of funds restricted to emergency work is credited to emergency funds. Interest and investment income earned on committed giving monies held in reserve are credited to unrestricted funds in accordance with the information provided to supporters. Interest earned on other restricted fund balances is also credited to unrestricted funds to recognise the fact that in many cases the costs of a project are incurred before the relevant restricted income is received.

### Expenditure

Expenditure is accounted for on an accruals basis and all costs include irrecoverable taxes.

**Fundraising:** The costs of generating funds represent expenditure incurred on raising funds from committed giving supporters, other members of the public, companies, trusts, official bodies and other donors. They include the costs of maintaining child sponsorship and other supporter links and of reporting to supporters and other donors on the projects to which they contribute. They also include investment management costs.

**Programme activities:** The long-term development and emergency relief and rehabilitation work in country programmes, and the policy influencing and campaigning work carried out there and internationally are managed either by ActionAid International staff in the country concerned or in collaboration with independent organisations, usually locally registered, which are partly or wholly funded by ActionAid International. Grants made to such other organisations are separately identified in the notes.

**Governance:** The costs included in this category include the costs of board meetings and other governance processes for each entity, and the costs of legal, internal and external audit.

Fundraising, programme and governance costs are recognised in the statement of comprehensive income inclusive of their share of support costs. Support costs represent expenditure incurred on management and the provision of the facilities and services that enable the fundraising and programme activities and governance processes to be carried out efficiently and effectively.

The allocation method of support cost to fundraising, programme and governance is stated in Note 6.

### Property, plant and equipment and depreciation

Property, plant and equipment costing more than the equivalent of £5,000, are capitalised at cost. Depreciation is calculated on a straight line basis and taken to the statement of comprehensive income over the life of the asset. Depreciation is calculated for the following categories of property, plant and equipment as follows:

Depreciation on motor vehicles held in Europe is calculated at 25% on the reducing balance method. Depreciation on motor vehicles held elsewhere is calculated at 33.3% on the straight line method. No depreciation is charged on freehold land.

Within ActionAid International's restricted and unrestricted funds, separate reserves are identified which represent the net book value of its property, plant and equipment. This enables ActionAid International to better assess the liquid resources available to support future expenditure.



## Investments

Investments are classified according to the purpose for which they were acquired. ActionAid International designated its investments as “fair value through profit and loss” on IFRS adoption and will continue to do so. Under this method of accounting, investments are recorded at fair value in the statement of financial position and all changes in value are recognised in the profit and loss statement. This designation has been made in accordance with paragraph 9 (b) (ii) of IAS 39 on the basis that the investments are held with a view to generating a total return over an extended period and that management measures this total return based upon total changes in fair value, in line with ActionAid International’s established investment policies. As proceeds from disposals are generally reinvested, the distinction between changes in value crystallised by sale and those arising through adjustment to fair value is not considered meaningful. As all equities and bonds are main index stocks and traded on active, regulated exchanges, fair values are determined directly by reference to published current bid prices.

## Cash and cash equivalents

Cash and cash equivalents as stated in the statement of cash flows include ActionAid International’s cash balances and short term deposits. Short term bank deposits are funds not instantly accessible at the reporting date, where the deposits mature within three months of the reporting date

## Pensions

ActionAid International operates a variety of pension and other post-employment benefits, and other post-employment benefit schemes, the costs of which are charged in the statement of comprehensive income as they accrue. None of these schemes is a defined benefit scheme.

## Foreign currencies

Items included in the accounting records of the entities comprising ActionAid International are measured using ‘the functional currency’, which is the currency of the primary economic environment in which each aggregated entity operates. The aggregated financial statements of ActionAid International are presented in Euros. This is ‘the presentational currency’ as it benefits the majority of stakeholders. Foreign currency transactions are translated into the functional currency using the rate of exchange ruling at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

On aggregation, income and expenditure denominated in currencies other than Euros are translated into Euros at an average rate for the year; assets and liabilities are translated using the rate of exchange ruling at the balance sheet date. Gains and losses on translation from functional to presentational currency are not recognised in arriving at the surplus or deficit for the year; instead they are taken directly to reserves and tracked as a separate component within other comprehensive income.

### **Critical accounting estimates and judgements**

Preparation of financial statements inherently involves a degree of estimation and the exercise of judgement. Estimates and judgements made are based upon past experience, expectations of future events and are believed reasonable under the circumstances. The nature of ActionAid International's activities is such that there are no significant matters of estimation or judgement which are thought likely to give rise to actual results materially different from those included in the financial statements. The following accounting treatment is subject to a significant degree of judgement:

### **Introduction of new Members into the aggregated financial statements**

As described in the basis of aggregation and preparation, because of the specific nature of the relationship between Members, the Board members have adopted this policy that best reflects the substance of the evolution of ActionAid International.

### **Contingent liabilities**

ActionAid International receives funding from Members for various activities which are subject to donor audits. Although such audits may result in disallowance of certain expenditures, which would be absorbed by ActionAid International, in management's opinion, the ultimate outcome of such audits would not have a significant effect on the financial position, changes in net assets, or cash flows of ActionAid International.

### **Completeness of submissions from Members into the aggregated financial statements**

As described in the basis of aggregation and preparation, the financial statements have been prepared from financial information supplied to ActionAid International by each Member in a common agreed format. Given the nature of some of the countries in which ActionAid International operates, final audited financial information may not be available in time for the aggregation timetable, in which case the latest best available information is included.

## 2. Income

	Restricted (€'000)	Unrestricted (€'000)	2016 Total (€'000)	2015 Total (€'000)
<b>2 (a) Committed giving:</b>				
Australia	187	5,935	<b>6,122</b>	2,343
Brazil	2,361	1,536	<b>3,897</b>	3,658
Denmark	409	1,773	<b>2,182</b>	1,601
France	26	598	<b>624</b>	531
Greece	5,276	2,164	<b>7,440</b>	7,732
India	507	-	<b>507</b>	470
Indonesia	-	44	<b>44</b>	-
Ireland	1,018	748	<b>1,766</b>	1,851
Italy	21,478	21,216	<b>42,694</b>	44,529
Nigeria	16	7	<b>23</b>	33
South Africa	90	40	<b>130</b>	13
Sweden	2,144	1,672	<b>3,816</b>	4,026
Thailand	-	114	<b>114</b>	43
The Netherlands	24	868	<b>892</b>	803
Vietnam	15	-	<b>15</b>	-
UK	15,318	29,059	<b>44,377</b>	52,359
USA	127	113	<b>240</b>	262
Sub-total	48,996	65,887	<b>114,883</b>	120,255
<u>High Value and Other Donors</u>				
UK Disasters Emergency Committee	1,873	-	<b>1,873</b>	5,591
Donations from companies, trusts and NGOs	3,041	-	<b>3,041</b>	12,962
Contribution from Ayuda en Acción	4,800	57	<b>4,857</b>	4,975
Other donations	8,002	1,648	<b>9,650</b>	9,202
<b>Total Committed giving income</b>	66,712	67,592	<b>134,304</b>	152,985
<b>2 (b) Institutional income:</b>				
Government of Denmark	20,941	2,211	<b>23,152</b>	29,068
European Union	11,244	394	<b>11,638</b>	10,174
Government of United Kingdom	7,222	4,020	<b>11,242</b>	9,950
Global Fund	4,895	-	<b>4,895</b>	-
Government of Australia	1,955	-	<b>1,955</b>	3,173
United Nations - World Food Programme	2,636	38	<b>2,674</b>	3,847
Government of Italy	1,561	-	<b>1,561</b>	1,662
Government of Ireland	834	-	<b>834</b>	841
Government of The Netherlands	4,700	-	<b>4,700</b>	5,016
Government of Norway	1,376	-	<b>1,376</b>	1,539
All other governments	7,418	-	<b>7,418</b>	2,878
All other United Nations agencies	2,972	-	<b>2,972</b>	1,311
Other contributions from official bodies	6,369	652	<b>7,021</b>	16,066
<b>Total Institutional income</b>	74,123	7,315	<b>81,438</b>	85,525

## 2. Income (continued)

	Restricted (€'000)	Unrestricted (€'000)	2016 Total (€'000)	2015 Total (€'000)
<b>2 (c) Investment income:</b>				
Investment income	-	460	<b>460</b>	519
Bank interest	159	139	<b>298</b>	379
<b>Total investment</b>	159	599	<b>758</b>	<b>898</b>
<b>2 (d) Other income:</b>				
Realised foreign exchange gain /(losses)	(75)	1,944	<b>1,869</b>	(4,195)
Charitable Trading	6,052	884	<b>6,936</b>	5,842
Other	3,127	551	<b>3,678</b>	2,113
<b>Total other Income</b>	9,104	3,379	<b>12,483</b>	<b>3,760</b>

## 3. Fundraising Costs

	Restricted (€'000)	Unrestricted (€'000)	2016 Total (€'000)	2015 Total (€'000)
Committed giving costs	5,427	19,875	<b>25,302</b>	21,485
Cost of other donations	745	14,840	<b>15,585</b>	17,681
Cost of raising contributions from official bodies	789	1,565	<b>2,354</b>	2,284
<b>Cost of raising voluntary and official income</b>	6,961	36,280	<b>43,241</b>	41,450
Costs of fundraising trading	803	0	<b>803</b>	218
Investment management costs	-	-	<b>(0)</b>	9
	7,764	36,280	<b>44,044</b>	41,677
Support costs allocated to Fundraising (Note 6)	-	6,890	<b>6,890</b>	8,292
<b>Total Fundraising costs</b>	7,764	43,170	<b>50,934</b>	49,969

## 4. Programme Costs by Country

	Grants (€'000)	Direct programme (€'000)	2016 Total (€'000)	2015 Total (€'000)
<b>Affiliates &amp; Associates</b>				
Australia	-	1,448	<b>1,448</b>	1,587
Bangladesh	3,809	707	<b>4,516</b>	3,951
Brazil	2,372	829	<b>3,201</b>	3,287
Denmark	-	16,852	<b>16,852</b>	25,400
France	-	608	<b>608</b>	660
Ghana	463	1,946	<b>2,409</b>	3,141
Greece	-	1,683	<b>1,683</b>	592
Guatemala	1,184	111	<b>1,295</b>	1,455
India	5,089	2,336	<b>7,425</b>	9,248
Indonesia	73	55	<b>128</b>	-
Ireland	-	203	<b>203</b>	137
Italy	-	4,792	<b>4,792</b>	3,922
Kenya	567	6,695	<b>7,262</b>	9,581
Malawi	3,722	4,385	<b>8,107</b>	5,600
Mozambique	1,909	224	<b>2,133</b>	3,005
Nepal	1,315	3,338	<b>4,653</b>	7,128
Netherlands	-	992	<b>992</b>	1,162
Nigeria	1,479	2,175	<b>3,654</b>	5,865
Philippines	-	1,010	<b>1,010</b>	-
Sierra Leone	580	1,953	<b>2,533</b>	3,529
Sweden	-	534	<b>534</b>	535
Tanzania	398	1,410	<b>1,808</b>	1,396
Thailand	80	276	<b>356</b>	349
The Gambia	2,343	446	<b>2,789</b>	1,929
Uganda	1,417	3,376	<b>4,793</b>	5,311
UK	3,904	4,105	<b>8,009</b>	9,293
USA	-	1,244	<b>1,244</b>	1,149
Vietnam	1,131	1,397	<b>2,528</b>	2,542
Zambia	147	1,579	<b>1,726</b>	1,762
	<b>31,982</b>	<b>66,709</b>	<b>98,691</b>	<b>113,513</b>
<b>Country Programmes</b>				
Afghanistan	671	2,264	<b>2,935</b>	2,889
Burundi	232	745	<b>977</b>	1,280
Cambodia	1,355	792	<b>2,147</b>	1,945
China	221	16	<b>237</b>	610
DRC	116	703	<b>819</b>	2,073
Ethiopia	2,234	2,275	<b>4,509</b>	5,675
Haiti & DR	723	863	<b>1,586</b>	1,028

## 4. Programme Costs by Country (continued)

	Grants (€'000)	Direct Programme (€'000)	2016 Total (€'000)	2015 Total (€'000)
Lesotho	359	881	1,240	820
Liberia	492	1,241	1,733	2,640
Myanmar	1,445	2,323	3,768	4,829
Pakistan	1,394	397	1,791	2,180
Palestine	-	872	872	1,609
Rwanda	1,114	632	1,746	2,032
Senegal	589	612	1,201	1,262
Somaliland	506	1,060	1,566	1,829
South Africa	469	885	1,354	1,837
Zimbabwe	1,081	1,910	2,991	2,402
	<b>13,001</b>	<b>18,471</b>	<b>31,472</b>	<b>36,940</b>
<b>Other:</b>				
AAI Secretariat	4,190	6,811	11,001	11,360
<b>All countries (before Support costs allocation)</b>	<b>49,173</b>	<b>91,991</b>	<b>141,164</b>	<b>161,813</b>

<b>Programme Expenditure - by Restriction</b>	Restricted	Unrestricted	2016 Total	2015 Total
Programme Expenditure	127,711	13,453	141,164	161,813
Support costs allocated to Programme (Note 6)	11,885	19,996	31,881	36,992
<b>Total Programme Expenditure</b>	<b>139,596</b>	<b>33,449</b>	<b>173,045</b>	<b>198,805</b>

Grants represents programme costs through partners and local community groups while direct programme expenditures are activities directly implemented by member countries.

## 5. Governance Costs

	Restricted (€'000)	Unrestricted (€'000)	2016 Total (€'000)	2015 Total (€'000)
Internal audit	555	22	577	791
External audit	389	263	652	797
Legal	85	119	204	247
Costs of governing bodies	685	1,335	2,020	2,006
	<b>1,714</b>	<b>1,739</b>	<b>3,453</b>	<b>3,841</b>
Support costs allocated to Governance (Note 6)	-	645	645	735
<b>Total Governance costs</b>	<b>1,714</b>	<b>2,384</b>	<b>4,098</b>	<b>4,576</b>

External auditors' remuneration included in governance costs was:

	2016 Total (€'000)	2015 Total (€'000)
Audit of aggregated financial statements	112	100
Audit of International Secretariat hubs	20	13
Other audit work - Other auditors	520	684
	<b>652</b>	<b>797</b>

## 6. Support Costs

Support costs represent expenditure incurred on management and the provision of the facilities and services that enable the fundraising, programme and governance activities to be carried out efficiently.

The costs of that work are apportioned to those three expenditure headings on the basis of headcount.

	Restricted (€'000)	Unrestricted (€'000)	<b>2016 Total (€'000)</b>	2015 Total (€'000)
Local management	1,907	3,353	<b>5,260</b>	4,683
Communications	293	3,389	<b>3,682</b>	4,347
Finance	2,210	5,173	<b>7,383</b>	8,615
Human resources	1,496	2,491	<b>3,987</b>	5,174
Impact assessment support	520	2,008	<b>2,528</b>	2,405
Information technology	884	2,630	<b>3,514</b>	4,917
Office administration	3,150	2,268	<b>5,418</b>	7,393
Organisational development	193	3,321	<b>3,514</b>	4,531
Property	1,232	2,899	<b>4,131</b>	3,955
<b>Total support costs</b>	<b>11,885</b>	<b>27,532</b>	<b>39,417</b>	<b>46,020</b>
Allocated to Fundraising	-	6,891	<b>6,891</b>	8,292
Allocated to Programme	11,885	19,996	<b>31,881</b>	36,992
Allocated to Governance	-	645	<b>645</b>	735
<b>Total support costs</b>	<b>11,885</b>	<b>27,532</b>	<b>39,417</b>	<b>46,020</b>



## 7. Employees

	2016 Total (Number)	2015 Total (Number)
<b>The average number of employees throughout the year was:</b>		
Programme	1,271	1,353
Support	883	1,098
Fundraising	438	523
Governance	41	46
	<b>2,633</b>	<b>3,020</b>
<b>Total remuneration of employees was:</b>		
	2016 Total (€'000)	2015 Total (€'000)
Salaries, wages and other benefits	60,770	69,513
Payroll taxes	6,336	6,408
Pension contributions	3,547	5,200
	<b>70,653</b>	<b>81,121</b>
<b>The emoluments of the International Directors, the senior executive management team comprise the following:</b>		
Salaries	719	807
Pension contributions	67	73
Other benefits (housing, school fees, relocation payments)	69	99
Tax paid on behalf of employees	15	48
Accumulated one-off entitlements on the ending of fixed term contracts	-	-
	<b>870</b>	<b>1,027</b>

The Chief Executive of the ActionAid International Secretariat received the following remuneration in 2016: salary €157,974 (2015: €175,725), pension contributions €15,566 (2015: €17,507) and housing and other allowances €15,343 (2015: €20,745).

In the course of normal employment arrangements, payments of expenses are made on behalf of Directors which are then reimbursable. At 31 December 2016, amounts were outstanding from 7 International directors (2015: 5) which amounted to €17,970 (2015: €13,631).

## 8. Trustee Remuneration

No remuneration or other payments have been made to the Board or Committee members of ActionAid International for their services as Board or Committee members or for other services provided to the organisation in 2016: €nil (2015: €nil).

Directly incurred expenses are reimbursed; in 2016 this amounted to €47,489 for travel and accommodation relating to Board and Committee meetings (2015: €67,632).

## 9. Property, Plant & Equipment

	Freehold property (€'000)	Office equipment (€'000)	Motor vehicles (€'000)	<b>Total (€'000)</b>
<b>Cost</b>				
At 1 January 2016	9,909	8,667	11,849	<b>30,425</b>
Foreign exchange differences	(215)	(692)	(1,030)	<b>(1,937)</b>
Additions	55	1,118	1,111	<b>2,284</b>
Disposals	-	(718)	(761)	<b>(1,479)</b>
<b>At 31 December 2016</b>	<b>9,749</b>	<b>8,375</b>	<b>11,169</b>	<b>29,293</b>
<b>Depreciation</b>				
At 1 January 2016	881	7,239	10,467	<b>18,587</b>
Foreign exchange differences	(55)	(618)	(1,108)	<b>(1,781)</b>
Charge for year	379	1,078	1,143	<b>2,600</b>
Disposals	-	(683)	(451)	<b>(1,134)</b>
<b>At 31 December 2016</b>	<b>1,205</b>	<b>7,016</b>	<b>10,051</b>	<b>18,272</b>
<b>Net book value</b>				
<b>At 31 December 2016</b>	<b>8,544</b>	<b>1,359</b>	<b>1,118</b>	<b>11,021</b>
At 31 December 2015	9,028	1,427	1,382	<b>11,838</b>

## 10. Financial Assets and Liabilities

ActionAid International's main financial instruments comprise investments, cash at bank and short term receivables and payables. ActionAid International does not engage in speculative arrangements or trade in financial instruments. The Board of ActionAid International has a duty to maximise the benefit to poor people delivered through the resources it raises and to manage any risks to these resources that may arise from movements in market prices for financial instruments, changes in currency or interest rates. Funds are raised from individual supporters and other donors in a variety of currencies, principally Euros, British Pounds and US and Australian Dollars, and ultimately expended in those currencies and in the currencies in use in the countries in which ActionAid International operates.

### Financial assets:

#### *Initial recognition and measurement*

Financial assets are classified, at initial recognition, as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments, financial assets, as appropriate. All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Federation commits to purchase or sell the asset.

### *Subsequent measurement*

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at fair value through profit or loss;
- Loans and receivables;
- Held-to-maturity investments;
- AFS financial assets.

### *Financial assets at fair value through profit or loss*

Financial assets at fair value through profit or loss include financial assets held for trading and financial assets designated upon initial recognition at fair value through profit or loss. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value presented as finance costs (negative net changes in fair value) or finance income (positive net changes in fair value) in the statement of profit or loss.

**Capital Management:** ActionAid International has €76 million of liquid funds and €12 million has been invested on a long term basis. Investments in equities and bonds are all in mainstream products on active, regulated exchanges. The portfolio is valued at the year-end using market prices. The remaining cash is held on deposit with mainstream banks or in short term financial instruments to be available within periods of between one day and three months.

**Management of financial risk:** ActionAid International is exposed to risks, both through the assets chosen for investment and through operations in various countries with different currencies. These risks, and the methods of managing them, are described below:

**Investment risk:** The investment objectives of the long term investments set out above are contained in ActionAid International's investment policy. The objective is to achieve a higher rate of income (in the form of distributions and interest) than achieved on liquid assets whilst benefiting from capital growth. Risks arising from individual stock selection are managed through holding a portfolio of equities. The return on bonds is fixed in cash terms for the period that the bonds are held, but the fair value varies with changes in prevailing interest rates as well as market preferences between asset classes. The risks to bonds and equities are managed through the employment of professional fund managers mandated to manage the portfolio on an active basis. Short term bank deposits are at prevailing rates of interest and have maturities of less than three months. The exposure to interest rate risks from these deposits is not considered material.

**Exchange rate risk:** Currency risk is defined as the risk that movements in foreign exchange rates adversely affect the value of the Federation's foreign currency positions. The latter is exposed with respect to foreign currency arising from trading in foreign currency and acceptances. In order to ensure the adequacy of foreign exchange requirements, foreign currency cash flow forecasts are prepared regularly, expenses monitored and actions taken accordingly. The majority of ActionAid International's reserves are held as cash or short term deposits, as set out in the statement of financial position. Cash balances are held in a number of currencies, predominantly British Pounds, Euros, US and Australian Dollars and Danish Krone. Exposure to exchange rate risk is managed through the reserves policy, not through the use of hedging instruments. Currencies are held broadly in proportion to the currencies of ActionAid International's income. Exposure to the impact of exchange rate movements in the local currencies of the developing countries where we work is reduced by retaining balances in relatively stable currencies until needed for expenditure in-country. Receivables and payables set out in notes 12 and 13 are denominated in a number of currencies. Exchange rate risk relating to these balances is managed in the manner described above in relation to cash and deposits.

### **Concentration of liquid assets & liabilities by currency**

	Euro (€'000)	GBP (€'000)	US Dollars (€'000)	Others (€'000)	DKK (€'000)	<b>Total (€'000)</b>
<b>At 31 December, 2016</b>						
<i>Assets</i>						
Cash and cash equivalents	26,699	15,516	15,102	18,526	5,892	<b>81,735</b>
Receivables	1,841	6,463	1,981	9,456	2,847	<b>22,588</b>
Investments	-	12,197	-	-	-	<b>12,197</b>
	<b>28,540</b>	<b>34,176</b>	<b>17,083</b>	<b>27,982</b>	<b>8,739</b>	<b>116,520</b>
<i>Liabilities</i>						
Payables and accruals	8,578	4,682	233	19,486	3,572	<b>36,551</b>
Other liabilities	-	-	-	-	6,116	<b>6,116</b>
	<b>8,578</b>	<b>4,682</b>	<b>233</b>	<b>19,486</b>	<b>9,688</b>	<b>42,667</b>
<b>At 31 December, 2015</b>						
<i>Assets</i>						
Cash and cash equivalents	26,851	17,523	8,776	14,971	5,372	<b>73,493</b>
Receivables	2,428	6,220	3,369	10,993	2,538	<b>25,548</b>
Investments	-	16,043	-	-	-	<b>16,043</b>
	<b>29,279</b>	<b>39,787</b>	<b>12,145</b>	<b>25,964</b>	<b>7,910</b>	<b>115,085</b>
<i>Liabilities</i>						
Payables and accruals	10,906	5,870	121	10,369	5,749	<b>34,487</b>
Other liabilities	-	-	-	-	6,180	<b>4,708</b>
	<b>10,906</b>	<b>5,870</b>	<b>121</b>	<b>10,369</b>	<b>11,929</b>	<b>39,195</b>

**Liquidity risk:** Liquidity risk is the risk that ActionAid will not be able to meet its financial obligations as they fall due. ActionAid units, including Members and the International Secretariat, ensure that financial commitments across the Federation are met. This is done by ensuring that all units produce cash inflow and outflow forecasts on a monthly and annual basis. The carrying value of payables approximate their fair value.

**Credit Risk:** Credit risk is the risk that supporters and donors will cause a financial loss to ActionAid by failing to discharge their obligations. The income and amounts due from donors overwhelmingly relate to major institutional and corporate donors, and the associated credit risk is therefore considered to be low. There are low external borrowings, and processes are in place to monitor cash flows in order to minimise liquidity risk, in conjunction with our reserves and Investment policies described above.

The maximum exposure to credit risk is represented by the carrying amounts of financial assets as indicated on the statement of financial position. There are no financial assets past due or impaired. The carrying value of all cash and cash equivalent balances and receivables approximate their fair value. The table below summarises the maturity profile of ActionAid's liability based on contractual undiscounted payments.

	Payable within 3 months (€'000)	Payable within 3-12 months (€'000)	Payable within 1-5 years (€'000)	Payable within > 5 years (€'000)	<b>Total (€'000)</b>
<b>Year ended 31 December 2016</b>					
Loan Payable	47	140	741	5,375	6,303
Trade payables and accruals	16,869	-	-	-	16,869
Amounts due to employees	-	5,592	-	-	5,592
Taxation and social security	-	2,273	-	-	2,273
	<b>16,916</b>	<b>8,005</b>	<b>741</b>	<b>5,375</b>	<b>31,037</b>
<b>Year ended 31 December 2015</b>					
Loan Payable	54	132	1,988	4,192	6,366
Trade payables and accruals	15,604	-	-	-	15,604
Amounts due to employees	-	4,168	-	-	4,168
Taxation and social security	-	2,860	-	-	2,860
	<b>15,658</b>	<b>7,160</b>	<b>1,988</b>	<b>4,192</b>	<b>28,998</b>

## 11. Investments

	<b>2016 Total (€'000)</b>	2015 Total (€'000)
<b>a) At market value</b>		
Market value at 1 January	<b>16,043</b>	13,710
Foreign exchange differences	<b>(1,510)</b>	852
Additions	-	612
Disposals	<b>(3,178)</b>	(439)
Net cash movement	-	-
Investment management costs	<b>(11)</b>	-
Net investment (loss)/gain	<b>220</b>	(169)
<hr/>		
Market value at 31 December	<b>11,564</b>	14,567
<hr/>		
Cash held for investment	<b>633</b>	1,476
<hr/>		
<b>Market value at 31 December</b>	<b>12,197</b>	<b>16,043</b>
<hr/>		
<b>b) The market value is represented by</b>		
Equities	<b>9,145</b>	12,516
Bonds	<b>2,419</b>	3,143
Total before cash	<b>11,564</b>	15,659
Cash	<b>633</b>	384
<b>Total</b>	<b>12,197</b>	<b>16,043</b>

## 12. Receivables

	Restricted (€'000)	Unrestricted (€'000)	<b>2016 Total (€'000)</b>	2015 Total (€'000)
Amounts due from official bodies	6,869	643	<b>7,512</b>	8,884
Other receivables and prepayments	9,104	3,891	<b>12,995</b>	14,681
Tax recoverable	151	1,011	<b>1,162</b>	1,020
Amounts due from employees	779	140	<b>919</b>	963
<b>Total receivables</b>	<b>16,903</b>	<b>5,685</b>	<b>22,588</b>	<b>25,548</b>

Amounts due from employees represent floats, allowances and loans to employees. The availability of such facilities forms part of the normal terms and conditions of employment of staff.

None of the above receivables are past due and therefore no allowance for doubtful receivables was required. Amounts due from official bodies refer to amounts due from donors in accordance with the terms specified by the donors in the donor agreements.

## 13. Payables

Amounts falling due within one year:	Restricted (€'000)	Unrestricted (€'000)	2016 Total (€'000)	2015 Total (€'000)
Loan Payable*	-	187	187	186
Trade payables and accruals	7,903	8,966	16,869	15,604
Amounts due to employees**	3,536	2,056	5,592	4,168
Taxation and social security	753	1,520	2,273	2,860
Deferred income	11,612	18	11,630	10,196
<b>Total Payables</b>	<b>23,804</b>	<b>12,747</b>	<b>36,551</b>	<b>33,014</b>
Amounts falling due more than one year*	-	6,116	6,116	6,180

\* Loan payable represents a loan that was acquired for purchase of property. The loan is repayable over five years with interest of 4.25% per annum.

\*\* Amounts due to employees include accruals of gratuities and other long term employee benefits.

## 14. Analysis of Fund Balances

	Restricted		Unrestricted		2016 Total (€'000)
	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	
At 1 January 2016	50,123	3,234	25,767	8,604	<b>87,728</b>
Net movement in funds	1,450	(495)	(3,487)	(322)	<b>(2,854)</b>
<b>At 31 December 2016</b>	<b>51,573</b>	<b>2,739</b>	<b>22,280</b>	<b>8,282</b>	<b>84,874</b>
<b>Represented by:</b>					
Property, plant and equipment	-	2,739	-	8,282	<b>11,021</b>
Investments	11,576	-	621	-	<b>12,197</b>
Current assets (excl investments)	63,801	-	40,522	-	<b>104,323</b>
Liabilities	(23,804)	-	(18,863)	-	<b>(42,667)</b>
<b>Total</b>	<b>51,573</b>	<b>2,739</b>	<b>22,280</b>	<b>8,282</b>	<b>84,874</b>

	Restricted		Unrestricted		2015 Total (€'000)
	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	Liquid funds and treasury reserves (€'000)	Property, plant and equipment reserve (€'000)	
At 1 January 2015	63,571	2,451	20,719	8,880	<b>95,621</b>
Net movement in funds	(13,448)	783	5,048	(276)	<b>(7,893)</b>
<b>At 31 December 2015</b>	<b>50,123</b>	<b>3,234</b>	<b>25,767</b>	<b>8,604</b>	<b>87,728</b>
<b>Represented by:</b>					
Property, plant and equipment	-	3,234	-	8,604	<b>11,838</b>
Investments	11,826	-	4,217	-	<b>16,043</b>
Current assets	59,162	-	39,880	-	<b>99,042</b>
Current liabilities	(20,865)	-	(18,330)	-	<b>(39,195)</b>
<b>Total</b>	<b>50,123</b>	<b>3,234</b>	<b>25,767</b>	<b>8,604</b>	<b>87,728</b>



## 15. Movement of Funds 2016

	At 1 January 2016 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	At 31 December 2016 (€'000)
<b>Affiliates &amp; Associates</b>							
Australia	2,618	8,672	(3,594)	(1,943)	(428)	869	<b>6,194</b>
Bangladesh	948	5,153	(4,985)	(337)	(14)	(85)	<b>680</b>
Brazil	923	6,372	(5,674)	(313)	(217)	(268)	<b>823</b>
Denmark	2,526	30,001	(21,769)	(4,572)	(839)	(174)	<b>5,173</b>
France	241	1,062	(1,102)	53	(10)	(102)	<b>142</b>
Ghana	1,093	4,172	(3,285)	(218)	(9)	(132)	<b>1,621</b>
Greece	848	8,654	(3,640)	(4,626)	(50)	249	<b>1,435</b>
Guatemala	1,109	1,926	(1,660)	(140)	(6)	(136)	<b>1,093</b>
India	3,229	8,849	(10,168)	(8)	(118)	(355)	<b>1,429</b>
Indonesia	-	134	(731)	650	(3)	64	<b>114</b>
Ireland	853	2,889	(887)	(1,913)	(45)	(301)	<b>596</b>
Italy	6,717	47,616	(18,648)	(22,727)	(6,734)	(0)	<b>6,224</b>
Kenya	1,902	9,621	(8,916)	(266)	(60)	(237)	<b>2,044</b>
Malawi	1,789	9,771	(8,796)	(143)	-	94	<b>2,715</b>
Mozambique	653	3,351	(2,702)	(73)	(31)	(92)	<b>1,106</b>
Nepal	3,159	4,329	(5,131)	(212)	(15)	(353)	<b>1,777</b>
Netherlands	313	3,298	(1,994)	(1,003)	(85)	(10)	<b>519</b>
Nigeria	2,018	4,716	(4,846)	66	-	(529)	<b>1,425</b>
Sierra Leone	1,633	3,005	(3,165)	(214)	(2)	(228)	<b>1,029</b>
Sweden	103	4,267	(2,369)	(1,926)	-	(5)	<b>70</b>
Tanzania	426	2,788	(2,448)	(58)	-	(73)	<b>635</b>
Thailand	718	127	(669)	344	(8)	(81)	<b>431</b>
The Gambia	2,579	3,277	(3,332)	(132)	(21)	(788)	<b>1,583</b>
Uganda	2,914	5,884	(5,714)	(214)	(27)	(347)	<b>2,496</b>
UK	21,658	74,651	(26,132)	(39,435)	(6,202)	(3,236)	<b>21,304</b>
USA	4,235	2,071	(1,832)	(1,637)	(52)	(31)	<b>2,754</b>
Vietnam	1,367	2,634	(3,377)	(65)	(17)	(149)	<b>393</b>
Zambia	1,203	2,348	(2,042)	(65)	(7)	(151)	<b>1,286</b>
	<b>67,775</b>	<b>260,136</b>	<b>(159,608)</b>	<b>(79,623)</b>	<b>(15,000)</b>	<b>(6,590)</b>	<b>67,090</b>
<b>Country Programmes</b>							
Afghanistan	1,982	4,123	(3,465)	(70)	(2)	(305)	<b>2,263</b>
Burundi	330	1,478	(1,432)	88	-	(40)	<b>424</b>
Cambodia	1,540	2,670	(2,370)	(140)	-	(187)	<b>1,513</b>
China	668	3	(270)	122	-	(76)	<b>447</b>
DRC	58	1,078	(1,540)	448	-	(6)	<b>38</b>
Ethiopia	2,324	5,527	(5,142)	(275)	-	(289)	<b>2,145</b>
Haiti & DR	732	2,708	(2,069)	294	-	(110)	<b>1,555</b>

## 15. Movement of Funds 2016 (continued)

	At 1 January 2016 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	At 31 December 2016 (€'000)
Lesotho	666	2,497	(1,446)	(27)	-	(180)	<b>1,510</b>
Liberia	400	2,271	(2,133)	199	(14)	(56)	<b>667</b>
Myanmar	2,013	5,132	(4,554)	10	(37)	(265)	<b>2,299</b>
Pakistan	854	2,291	(2,382)	(200)	-	95	<b>658</b>
Palestine	716	1,054	(1,545)	528	(12)	(95)	<b>646</b>
Rwanda	529	2,360	(2,143)	(54)	-	(66)	<b>626</b>
Senegal	554	1,406	(1,701)	285	115	(136)	<b>523</b>
Somaliland	1,405	1,774	(2,040)	300	-	(165)	<b>1,274</b>
South Africa	352	1,677	(2,513)	664	-	(239)	<b>(59)</b>
Zimbabwe	322	3,746	(3,435)	(125)	(3)	(36)	<b>468</b>
	<b>15,445</b>	<b>41,795</b>	<b>(40,180)</b>	<b>2,046</b>	<b>47</b>	<b>(2,155)</b>	<b>16,998</b>
AAI Secretariat*	4,498	12,160	(28,288)	(875)	14,760	(1,466)	<b>789</b>
Aggregation Adj	10	(85,107)	(0)	78,450	195	6,452	<b>(0)</b>
	<b>4,508</b>	<b>(72,947)</b>	<b>(28,288)</b>	<b>77,575</b>	<b>14,955</b>	<b>4,986</b>	<b>789</b>
<b>Total</b>	<b>87,728</b>	<b>228,983</b>	<b>(228,077)</b>	<b>-</b>	<b>-</b>	<b>(3,760)</b>	<b>84,874</b>

\*AAI Secretariat is inclusive of Spain/Ayuda income and expenses. Spain/Ayuda is funding partners outside the Federation.

During the year Yappika – Aliansi Masyarakat Sipil Untuk Demokrasi of Indonesia, joined the Federation as “Yappika-ActionAid”. Income represents funds raised for or allocated to individual country programmes and/ or projects within those countries. Transfers represent allocations to or from country programmes of funds where restrictions allow trustee discretion to their allocation and also funds raised by one part of ActionAid International for activity in another part. The gains on investment and foreign exchange include net unrealised foreign gains and losses which occur when reserves are translated into Euros.

## 15. Movement of Funds - prior year

	At 1 January 2015 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	At 31 December 2015 (€'000)
<b>Affiliates &amp; Associates</b>							
Australia	5,050	5,802	(3,589)	(2,749)	-	(1,896)	<b>2,618</b>
Bangladesh	680	5,161	(4,795)	(356)	(2)	260	<b>948</b>
Brazil	668	5,985	(5,636)	132	(520)	294	<b>923</b>
Denmark	4,891	37,569	(28,355)	(7,496)	(1 358)	(2,725)	<b>2,526</b>
France	126	1,057	(1,387)	451	-	(6)	<b>241</b>
Ghana	1,855	3,856	(4,205)	(234)	-	(179)	<b>1,093</b>
Greece	785	8,162	(3,047)	(5,275)	-	223	<b>848</b>
Guatemala	1,342	1,848	(1,915)	(139)	-	(27)	<b>1,109</b>
India	5,713	10,315	(12,034)	(493)	(143)	(129)	<b>3,229</b>
Ireland	576	2,739	(830)	(1,864)	(44)	276	<b>853</b>
Italy	6,514	47,892	(18,077)	(24,349)	(4,721)	(542)	<b>6,717</b>
Kenya	3,179	11,179	(11,599)	(76)	-	(781)	<b>1,902</b>
Malawi	2,306	6,172	(6,620)	(146)	(21)	99	<b>1,789</b>
Mozambique	872	3,483	(3,762)	76	-	(16)	<b>653</b>
Nepal	2,208	8,527	(7,613)	(235)	(13)	285	<b>3,159</b>
Netherlands	337	2,792	(2,317)	(399)	-	(100)	<b>313</b>
Nigeria	3,269	5,437	(7,307)	110	-	509	<b>2,018</b>
Sierra Leone	1,895	4,833	(4,364)	(229)	(37)	(465)	<b>1,633</b>
Sweden	9	4,436	(2,727)	(1,498)	(107)	(10)	<b>103</b>
Tanzania	576	2,147	(2,152)	43	-	(188)	<b>426</b>
Thailand	616	286	(752)	542	(1)	27	<b>718</b>
The Gambia	1,466	3,969	(2,821)	(136)	-	101	<b>2,579</b>
Uganda	3,166	6,191	(6,383)	(219)	(45)	204	<b>2,914</b>
UK	16,108	90,931	(30,975)	(49,689)	(6,799)	2,082	<b>21,658</b>
USA	1,141	4,196	(1,924)	(2,559)	(51)	3,432	<b>4,235</b>
Vietnam	2,456	2,176	(3,383)	(54)	-	172	<b>1,367</b>
Zambia	1,115	2,095	(2,063)	(15)	(9)	80	<b>1,203</b>
	<b>68,919</b>	<b>289,236</b>	<b>(180,632)</b>	<b>(96,856)</b>	<b>(13,871)</b>	<b>980</b>	<b>67,775</b>
<b>Country Programmes</b>							
Afghanistan	506	4,624	(3,430)	(66)	-	348	<b>1,982</b>
Burundi	344	1,599	(1,885)	249	-	23	<b>330</b>
Cambodia	1,853	2,069	(2,352)	(149)	-	119	<b>1,540</b>
China	900	74	(957)	616	-	35	<b>668</b>
DRC	933	1,318	(2,736)	472	-	71	<b>58</b>
Ethiopia	3,759	4,995	(6,286)	(297)	(7)	160	<b>2,324</b>
Haiti & DR	369	1,468	(1,516)	394	-	17	<b>732</b>
Lesotho	508	1,215	(1,089)	1	-	31	<b>666</b>
Liberia	1,218	1,738	(3,118)	509	(4)	57	<b>400</b>

## 15. Movement of Funds - prior year (continued)

	At 1 January 2015 (€'000)	Income (€'000)	Expenditure (€'000)	Internal income/ expenditures (€'000)	Transfers (€'000)	Exchange and other movements (€'000)	At 31 December 2015 (€'000)
Myanmar	2,875	4,476	(5,664)	194	(63)	195	<b>2,013</b>
Pakistan	1,430	2,513	(2,952)	(234)	-	97	<b>854</b>
Palestine	263	2,095	(2,079)	428	-	9	<b>716</b>
Rwanda	838	2,049	(2,502)	87	-	57	<b>529</b>
Senegal	253	1,814	(1,604)	77	(130)	144	<b>554</b>
Somaliland	1,271	1,844	(2,238)	424	-	104	<b>1,405</b>
South Africa	528	1,685	(3,095)	1,228	(4)	10	<b>352</b>
Zimbabwe	512	3,090	(3,267)	(45)	-	32	<b>322</b>
	<b>18,360</b>	<b>38,666</b>	<b>(46,770)</b>	<b>3,888</b>	<b>(208)</b>	<b>1,509</b>	<b>15,445</b>
AAI Secretariat	8,342	5,482	(25,948)	(8,758)	14,089	11,291	<b>4,497</b>
Aggregation Adj	-	(90,214)	(0)	101,726	(10)	(11,492)	<b>10</b>
	<b>8,342</b>	<b>(84,732)</b>	<b>(25,948)</b>	<b>92,968</b>	<b>14,079</b>	<b>(202)</b>	<b>4,507</b>
<b>Total</b>	<b>95,621</b>	<b>243,169</b>	<b>(253,350)</b>	<b>(0)</b>	<b>0</b>	<b>2,288</b>	<b>87,728</b>

## 16. International Secretariat Costs

The following table reflects the costs of the International Secretariat reflecting Programme, Support, Governance and Fundraising that are included in the aggregated results.

	Restricted (€'000)	Unrestricted (€'000)	<b>2016 Total (€'000)</b>	2015 Total (€'000)
Programme	7,056	3,488	<b>10,544</b>	7,668
Support	458	10,186	<b>10,644</b>	11,176
Governance	22	790	<b>812</b>	938
Fundraising	0	4,830	<b>4,830</b>	2,473
<b>Total</b>	<b>7,536</b>	<b>19,294</b>	<b>26,830</b>	<b>22,255</b>

The key roles of the International Secretariat, as per ActionAid International constitution, include, among others:

- Managing the development and implementation of and compliance with the Federation's mission, strategies and policies;
- Managing international or multi country programs;
- Managing international advocacy, research, policy development, public education and campaigning;
- Managing the finances of the Federation under responsibility of the Treasurer;
- Ensuring accountability, learning, planning, performance and impact monitoring, review and assessment system are established and operate in line with mission, values and strategy;
- Providing support to the International Board and Assembly.

## 17. Related Party Transactions

The Board Members are not aware of any related party transactions which require disclosure under IAS 24 other than disclosures related to transactions with Board and Committee Members and senior management, which are set out in Notes 6 and 7 of the financial statements.

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ActionAid International is incorporated  
in The Hague, the Netherlands.

**Registration number:** 27264198

ActionAid International Secretariat is incorporated  
in South Africa under the Companies Act 2008.

**Registration number:** 2004/007117/10