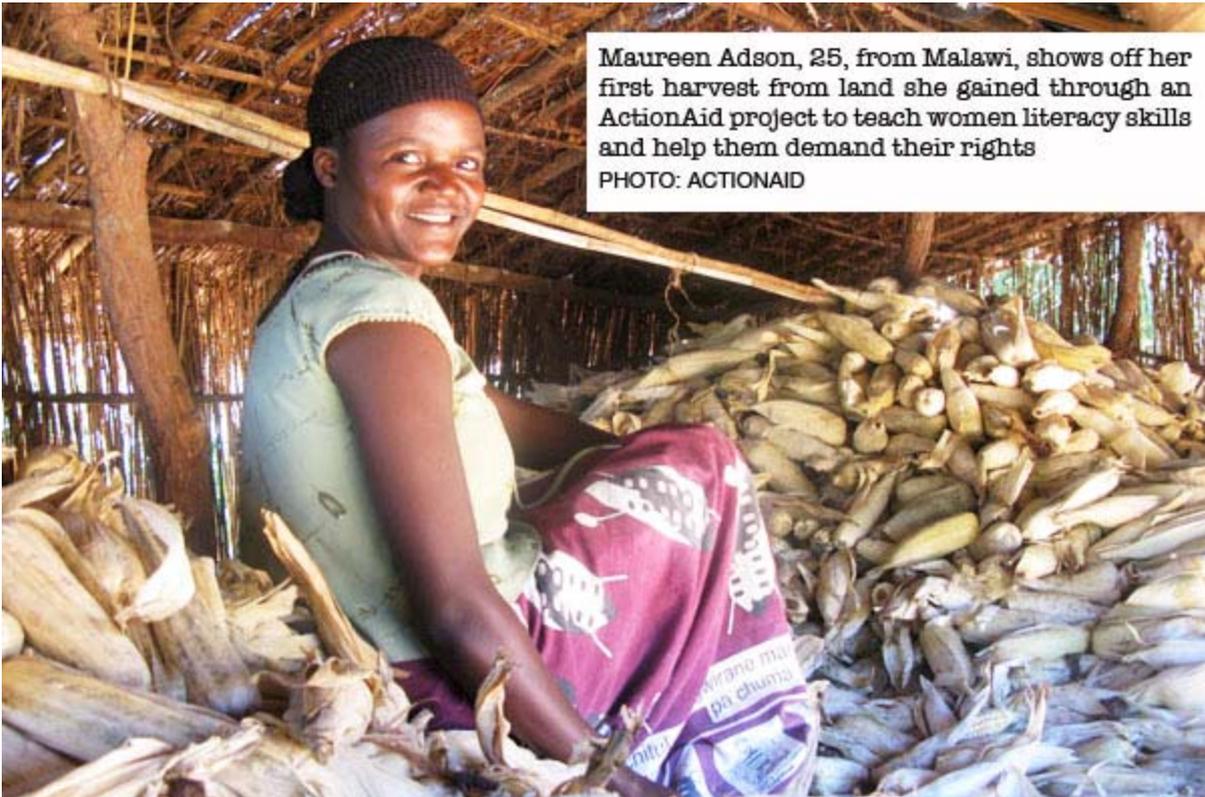


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ActionAid

PPA Self-Assessment 2009-2010

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Annexes

1. LAPPA Annex
2. Case Studies and Stories From the Frontline

Both attached as separate documents

Glossary

(terms not defined in the text)

ART- Anti Retroviral Therapy

CABA- Children Affected by AIDS

DEO- District Education Officer/Office

GBA - Gender Budget Analysis

GCE - Global Campaign for Education

HCT - HIV, counselling and testing

Mutapola – Our Women and HIV Universal Access Campaign, which looks at the link between violence and HIV/AIDS.

NREGA - National Rural Employment Guarantee Act (India)

PLWHA/WLHA – People/Women living with HIV/AIDS

PVA- Participatory Vulnerability Analysis

Reflect – *Reflect* is an innovative approach to adult learning and social change, which fuses the theories of Paulo Freire with the methodologies of participatory rural appraisal.

SMC- School Management Committee

STAR – Societies Tackling AIDS through Rights

PPA Self-Assessment Review¹

Complete areas within white boxes only

Reporting Year	2009-2010
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Part A – Basic Information²

PPA partner	ActionAid
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Niche statement	Action Aid's approach is based on the primacy of people in the communities we work in as the key actors of change, claiming rights for themselves. To achieve this we commit to sustained, long term (preferring to commit for 7 years) work in partnership with communities, rights holders, and movements. Paramount is the need for women as the most consistently disempowered to gain power to claim their rights. Our local, national and international work is all rooted in this vision of how to bring about change. This has led to a particular focus on achieving changes in policies and practices of governments through strengthening the agency and actions of rights holders themselves, linked from local to national. This has also led to our particularly strong emphasis on accountability to poor and excluded people – both pushing for this in the aid sector and holding ourselves to account. We are, uniquely, a truly international non-governmental organisation, with a governing body drawn from and accountable to the countries we work in. A particular strength is building south-south and south-north movements.
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	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
PPA funding (£)	5556000	5,275,000	3,625,000	3,900,000	4,420,000	5540000 (includes 900k 'paid forward' grant)	-
As % of total organisational income	11.72%	11.31%	5.83%	6.2%	6.99%	TBC	-

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Other DFID funding (£)	257,999	194,718	143,871	84,427	229,764	TBC	-

¹ This self assessment review is only part of the reporting story. Organisations will be able to supply evidence, case studies and other material they feel will show impact on the ground

² Part A is a useful snapshot of the full relationship between DFID and each PPA holder.

There is an opportunity to expand on some of the non-financial aspects in Part D 'Partnership with DFID' but we wanted to expand Part A to reflect the fact that our partnership with DFID is not purely financial.

We have recently installed a new finance system and complete figures have not yet been transferred.

Summary of partnership with DFID and other DFID funding³

Due to ActionAid's decentralised nature, funding from DFID in countries other than the UK is not passed through the UK accounts. This information will be available in its entirety later this year, but a summary of major grants and tenders is below, listed by country and still active during this grant period.

India

- iPAP (INGOs Partnership Agreement Programme) - Empowering the communities facing multiple marginalisations to promote social inclusion. £5,920,160 received to date.

Nepal

- Equity and Access Program - Safer Motherhood Programme. February 06 – September 09

Ghana

- Rights and Voice Initiative (RAVI) (to September 09), £4,700,000.
- Food Security and Agricultural Recovery Management II, Ghana May 08 – February 09

Nigeria

- State Accountability and Voice Initiative (SAVI) (to December 2009), (£120,000 received to date)
- Enhancing Nigeria Response to HIV/AIDS (ENR), to August 2009, (£4,075,081 received to date)
- Partnership for Transforming Health System Phase 2 (PATH2), Tender, to August 2009 (£14,562,362)
- Community based participatory approach to conflict transformation, Nigeria January 2005 – February 2010

Zimbabwe

- Protracted Relief Programme II (to 2011) £ 2,499,960
- Cholera in Zimbabwe (to July 2009) £49,403

Humanitarian

- Access to justice for Women (multi-country), to 2011, £1,000,000.
- Disaster Risk Reduction through schools (multi-country) October 2005 – October 2010
- NGOs and humanitarian reform. A field based initiative to promote partnership,

³ This is intended to be a cumulative list of DFID contracts etc. from when your PPA began. If there is a large amount of information, please summarise by e.g. department and add any additional information to an appendix. We wanted to leave this section quite open to interpretation by each organisation. Note the wording has changed from 'relationship' to 'partnership'.

accountability and improve impact, September 08 – October 2011

- The practice of conflict sensitivity. From concept to impact (multi-country) July 08 – March 2012

Other, non-funding partnerships include

Policy Engagement

Policy engagement on tax, Supermarket supply chains, HIV and Women's Rights and Aid in Relation to Agriculture

NGO Communications Group

ActionAid sits on the NGO communications group which is looking at increasing public support for aid and development, alongside DFID. This has provided a forum for us to share of audience research and data in order to make us all more efficient and effective in our communications as a sector.

Conflict Sensitivity

This CHASE funded project is a learning project where DFID itself is a partner in learning. This has been very positive & unique giving the Consortium agencies and DFID a chance to engage in mutual learning and support on issues affecting the whole sector. DFID through this consortium has been one of mutual respect and learning, and we believe this is DFID at its most innovative in its relations with INGOs.

Approximate % of total organisational expenditure allocated by sector or theme⁴

ActionAid's accounts run from January to December and the following figures are for 2009.

Education: £12,652,000 (11%)
HIV/AIDS: £9,471,000 (8%)
Food and Hunger: £15,909,000 (14%)
Human Security: £19,197,000 (17%)
Governance: £24,454,000 (21%)
Women's Rights: £13,328,000 (12%)
Other: £10,867,000 (10%)
Crosscutting Policy: £8,045,000(7%)

⁴ This should provide an indication of your overall organisational allocations by sector or theme (i.e. not limited to your PPA).

The % breakdown may change from year to year and is intended to reflect key organisational priorities for the Reporting Year under assessment.

Part B - Progress against PPA Strategic Objectives⁵

Progress to date against PPA purpose statement
<p>ActionAid International's purpose is to work with poor and excluded people to eradicate poverty and injustice by bringing about changes in four key areas.</p> <ul style="list-style-type: none">-immediate conditions of poor and excluded people-consciousness, capacity, organisation and mobilisation of poor and excluded people-levels of civil society mobilisation and organisation in support of poor and excluded people-policies and practices and accountability of state & non-state institutions (duty-bearers) <p>The purpose of the PPA reporting, which focuses on education, HIV/AIDS and women's rights in 7 countries, is to share lessons and impact in areas of strategic interest to both ActionAid and DFID, and to strengthen the ability of ActionAid to assess and communicate the impact of its work .</p>
<p>Good progress is being made against all objectives. Most countries have reported well against the indicators we established for PPA reporting and in many cases achievements outstrip the targets established at the beginning of the project.</p> <p>As expanded on elsewhere in this report, the PPA has given us the opportunity to trial monitoring and evaluation techniques. As part of that process, we have been able to either draw on existing good monitoring practice or establish baselines and systems in most of the seven countries covered. However, ActionAid Sierra Leone, partially due to high staff turnover, and partially due to difficulties establishing a baseline, have not been able to deliver on the PPA monitoring requirements. We have therefore decided to omit them from the framework going forward, and will target them for support as we develop our new strategy and systems over the next year.</p> <p>This section of the report excludes the LAPPAs indicators, which are discussed in the LAPPAs Annex. Although organised within the monitoring framework, most LAPPAs indicators are substantively different from the PPA indicators, and so for ease of reporting we have separated them.</p> <p>Area of change 1: Poor and Excluded People experience changes in their conditions</p> <p>India has shown particular strength in its work on HIV/AIDS. Our education work has been very successful. Nigeria, at a time of national level budget cuts, has had significant success in leveraging funding from state governments for girls' education, Nepal has seen a 6% increase in primary completion in ActionAid areas, in India, 2428 schools are now serving a mid-day meal, improving the nutrition and educational outcomes of thousands of children, due to the passing of the Basic Education Act . We have given this a likelihood rating of 2.</p> <p>Area of change 2: Poor and excluded people will understand and mobilise to claim their rights.</p>

⁵ The phrasing in this section is intended not to preclude referencing back to previous work in a different reporting period.

This is also an opportunity to generate a rich picture of PPA funding and demonstrate its value.

Again, good progress is shown, although in some countries we have had to cut back on the number of STAR and REFLECT circles supported due to exchange rate losses. Our work with women has shown growth, with the increased use of legal instruments by women and girls to claim their rights- including land, inheritance and education rights. In India, 11,814 families have claimed their land titles. We have given this a likelihood rating of 2.

Area of change 3: Civil society organises and mobilises in solidarity with poor and excluded people for their rights

Working in solidarity with other civil society organisations has always been a core strand of ActionAid's work. Our work with other organisations around our HungerFREE campaign has shown overall growth, although in some countries growth has been slower than we might have liked. 49,000 people took part in HungerFREE across the PPA countries. We exceed our targets for participation in the Global Action Week, forming part of the 9,000,000 participants worldwide. We have given this a likelihood rating of 2.

Area of change 4: Policies and practices of duty bearers improves in favour of the rights of poor and excluded people

Key policy changes this year include an increase in the HIV/AIDS budget in Nigeria, the introduction of Domestic Violence Legislation in Bangladesh and an increase in allocations to education in Ghana. We also engaged in processes around the passing of the Basic Education Act in India. We have played a central role with policymakers and committees in most countries. We have given this a likelihood rating of 3, to reflect the limited influence we have over some elements of this indicator.

Area of Change 5: Making ActionAid more accountable, effective, dynamic, and international

Good progress is being made towards these indicators. The affiliation process means countries are bringing their systems into line with the requirements for this process. Mergers with MS Denmark in some countries this year have meant significant review processes of country systems and effectiveness mechanisms. We have given this a rating of 2/3 to allow for the slower progress of some countries.

MDGS: As we are monitoring against proxy countries only, it is difficult to aggregate ActionAid's overall contribution to the MDGs. However, this framework shows particular contributions to the following MDGS:

Goal 1: Eradicate extreme poverty and hunger

Goal 2: Achieve universal primary education

Goal 6: Combat HIV/AIDS, malaria, and other diseases

These are detailed under the indicators below.

Progress against PPA Performance Framework by each Strategic Objective

Strategic Objective 1:
Poor and excluded people with experience positive changes to their conditions
<p>Please explain choice of indicators reported on below ⁶</p> <p>All indicators have been reported on to give as full a picture as possible of progress, with the exception of those belonging to Sierra Leone. LAPPAs Indicators are reported against in the Annex.</p>

Indicator 1
Increase from 157,936 to 224,652 PLWHA accessing care, treatment and support in AAI programme areas in five countries (Malawi, Sierra Leone, Nepal, India, Bangladesh)
Progress achieved and challenges faced ⁷

⁶ Agencies should report against a sufficiently full set of indicators (including LAPPAs objectives).

⁷ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

Progress Achieved

We have reached 33,724 people. This is below our target but it should be noted that the **Malawi** indicator has been revised downwards from 280,000 to 12,100 to reflect our actual contribution. A review meeting in Malawi in February 2010 showed that the Malawi figures were national-level and did not show ActionAid's contribution to success well. In addition, it should be noted that Nepal have restructured significantly and have de-prioritised HIV/AIDS. While this lowers the overall number of people reached, **Malawi** and **India** have both exceeded their targets (India by 10,000) and **Bangladesh** is making strong progress. This increase in numbers in India is supported by our 'fellow' programme, where PLWHA are act as outreach workers for their communities, and due to a large UNDP-GOI supported initiative- the 'link worker scheme' project, which AA India is implementing in 600 villages through outreach workers. This both brings more people to HIV/AIDS services and into support groups, but is also supporting a new generation of leaders and activists for HIV/AIDS. The increased number of people in India also lent their support to protest rallies and advocacy meetings to demand the urgent tabling of the HIV/AIDS Bill, for which ActionAid was involved in high-level drafting meetings. The HIV and AIDS bill, if enacted, will guarantee PLWHA their fundamental rights to education, treatment, care, social security, livelihoods and employment, and property rights from the government and private sector without stigma and discrimination.

In Malawi, our partner in Chiadzulu worked with women living with HIV to successfully advocate to local leaders to ensure women are included in the fertiliser subsidy scheme. Women are now experiencing increased yields and better health as a result. We worked with the district hospital in Mahowe to provide funding for volunteer training to ensure HCT services could open. Lekana, 29, from Mahowe said: *'now more women are getting tested for HIV...I am happy to know my status. Now couples go for testing before they are married.'* In Salima, our partner Coalition of Women Living with HIV/AIDS (COWLHA) conducted community awareness campaigns on the availability of Post Exposure Prophylaxis (PEP) for HIV infection prevention.

Challenges faced

Nepal has undergone a shift in strategy and will no longer report on this objective. In India, the lack of government support for nutrition programmes alongside ART and lack of second and third line drugs, particularly paediatric, is a threat to ensuring positive living. In addition, there is a lack of policy or action around children affected by AIDS.

Tackling the intersection between violence against women and HIV/AIDS remains a priority. Our Women Won't Wait Campaign (WWW) is targeting, among others, the Global Fund to Fight AIDS, Tuberculosis and Malaria, PEPFAR and 50 UNAIDS to encourage them to consider this intersection in their programming, and, importantly, funding. The WWW campaign has facilitated movement building initiatives for women living with HIV & AIDS so that they can build skills to address issues related to HIV/AIDS and violence in their countries. This has been the case in Malawi, Liberia, Sierra Leone, and Guatemala. However, not all of our countries have the expertise in both of these areas to roll this programme out, but this is being addressed through a programme of support and capacity building.

List any documentary evidence of achievements⁸

⁸ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Country ALPS reports.

Film: ' Monica and Thabo: From Kenya to Malawi, How ActionAid changes lives'

<http://www.hungerfreeplanet.org/video?v=Dn32xu5TSDxoz&Itemid=307>

Indicator 2

Increase from 783 to 1,205 in the number of primary schools in seven countries made functional or more effective (reaching in the order of 10,407,211 children overall, of which at least 40% girls)

Progress achieved and challenges faced⁹

⁹ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

Progress Achieved

We are making strong progress on this indicator in all countries, exceeding our overall target of 1,205 schools and reaching 1,223. In Malawi and India we have already reached or exceeded our targets. In Ghana, 150 schools have been supported. 85 of those schools are now made up of at least 50% girls.

In **Nepal**, primary school completion in ActionAid supported schools has risen from 58% to 65%, and we have exceeded our targets for parental involvement in school governance. This includes involving marginalised parents through lobbying for 6 Dalit chairpersons for in SMCs (out of 19 schools). In addition, 25 Dalit men and women are also represented in the School Management Committee which has increased their awareness of education provision.

In a Reflect centre in Itahari, Dalit children's access to education was discussed resulting in a local campaign which enabled Dalit children to sit exams, through our partner Dalit Network, who ensured that 610 Dalit students sat their final exams without paying exam fees- previously mandatory.

Ms Shukramaya Rai says, "With seven children to support and an ailing husband who suffers from TB, I cannot afford my children's education. By participating in the Reflect circle, I have come to know that the government has provisioned for free education. This brings me some hope to educate my children."

In **Nigeria** we have had success at state level. We worked with Zamfara State to replicate our model of enhancing girls' education in 140 communities. The government has set up a technical committee and made a N500 million allocation to girls' education. We stepped up the campaign on violence against girls in schools in Nigeria, organizing a girls' education summit to raise awareness of the issue. Following the summit, a national technical working group on violence against girls in school was formed to document cases of violence against girls in schools and develop a mechanism to enable girls to report violence. In Zamfara state, SMCs have got government to build a block of 3 classrooms with a store, a head teacher's office and four toilets – worth between £13,000 and £15,000. The SMCs also got government approval for the construction of blocks of 3 classrooms in Gierre and Heterete communities of Sokoto State in the 2010 state budget.

In Sokoto State, the SMCs pressurized government to construct toilets for girls while wells for the provision of drinking water were constructed in three communities- Ganikawa, Yanruma and Fanfifi in Zamfara State by the local governmentlocal government authority.

Challenges faced

Education financing remains a key issue for us. In Nigeria, the drop in national government budget allocations for education has been a challenge, but we have launched an education financing campaign in response.

Where we are working on gender discrimination as a barrier we have found that progress is sometimes slow, as this involves a whole community approach, working with parents

and community leaders.
List any documentary evidence of achievements¹⁰
Country ALPS Reports. 2009 Education Review. 2009 Annual report Story From the Frontline: 'Field Success Story from Bature Community Project in Kebbi State, Nigeria'

Indicator 3
Examples of increase in local government expenditure on HIV/AIDS and education in Sierra Leone, Nepal, India and Nigeria or Ghana
Progress achieved and challenges faced¹¹

¹⁰ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

¹¹ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

Progress Achieved

Nepal is no longer reporting on HIV/AIDS. AAN and our partner CDO helped build the capacity of SMCs in Chitwan through training and supported the community to get approval from the government for a recently constructed school. DEO-Chitwan has approved the school and provided Rs 700,000 to cover recurring costs.

We have also worked to ensure children- especially Dalits- get access to education subsidies from the government. In the Western region, as a result of school governance reform work, 4,381 children (1205 Dalits, 3,089 girls and 87 disabled) accessed government scholarships.

In **India** an ActionAid fellow has been playing a key role in facilitating social security entitlements for people living with HIV. These include BPL cards for 533 women living with HIV. In 13 blocks of Bolagiri in Orissa, 498 micro level plans have successfully helped communities to identify and utilise local resources as well as prioritise community development issues.

As a result of sustained campaigning by the Dalit Bahujan Movement (DBM) the Urban Development Ministry of Karnataka ordered a reservation of 22.75% of the budget for Dalits and tribal communities in the total budget allocation of the Greater Bangalore Municipal Corporation. A total of Rs. 583 crore rupees will now be available for education, employment and other benefits.

In **Nigeria**, the budget for HIV/AIDS has increased by 0.06% in the 2009 budget. We trained the State Agencies for the Control of AIDS (SACA) in five states and supported them to cost their state HIV/AIDS strategic plans. We provided technical support on the formation of Local Government Action Committees on AIDS (LACA) stakeholders' forums to ensure citizens continued to monitor local government. We also trained 82 people in budget-tracking techniques specifically to monitor HIV/AIDS expenditure. In 2010, we expect to see an improvement in allocations and accountability as a result.

Challenges faced

Budgetary allocations depend on a complex set of factors, not all of which we have control or influence over. Our experience in Nigeria in the last year has shown that even where we have some local level success we may still struggle to achieve national level change. Our education financing campaign is an attempt to address some of the complex interlocking factors that impact budget allocations. Newly launched, we will be tracking its success over the next few years.

List any documentary evidence of achievements¹²

Country ALPS Reports
State AIDS Strategic Plans
2009 Annual Report

What is the likelihood that Strategic Objective 1 will be achieved? Rate 1 to 5¹³

¹² This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Strategic Objective 2:

Area of Change 2: Poor and excluded people will understand and organise to claim their rights

Please explain choice of indicators reported on below

All indicators have been reported on to give as full a picture as possible of progress. The LAPPA Indicator is reported on in the annex.

Indicator 1

Increase from 37,219 to 44,385 women and men participating in Reflect and STAR circles in six countries with at least one case study from each country per year showing link to increased consciousness and action

Progress achieved and challenges faced**Progress**

Again, progress is strong. We have exceeded our target by almost 100%, reaching 85,501 people against our 2011 target of 44,385, with both Nepal and India exceeding their targets.

In **Malawi**, 91 REFLECT circles supported women to assert their land rights. Sixteen women have been given land to use for farming. One woman who has gained land rights is Nolia Jere, 46. Her brother-in-law returned land that had been taken from her 25 years ago on the death of her husband. *"I thank this project ... just by talking to him, my brother in law gave me my own piece of land for farming"* she says. He understood there was a problem after the complaint had been lodged. *"I never thought she was having problems because she couldn't say anything. So when the women briefed me I thought of assisting her"* 1584 people are taking part in REFLECT circles in Malawi.

In **Ghana**, 14,643 people are taking part in Reflect circles which have supported women to report domestic violence. Reports have increased from 7824 to 9287, showing that support is helping women to break the culture of silence around violence. ActionAid Ghana has worked with the domestic violence support units (part of the police service) to ensure cases are prosecuted.

¹³ Having the ratings at the end of each section puts more emphasis on the earlier narrative and qualitative information, rather than on the quantitative rating.

Ratings to be applied:

1. = Likely to be **completely** achieved, i.e. well on the way to completion (or completed)
2. = Likely to be **largely** achieved, i.e. good progress made
3. = Likely to be **partly** achieved, i.e. partial progress made
4. = Only likely to be achieved **to a very limited extent**
5. = **Unlikely** to be achieved

In **Nepal**, partners in 7 districts facilitated 119 Reflect circles with 3,500 women in 2009. Women's rights and disaster preparedness were key issues and participants advocated for reform of local health institutions. Discussions on reproductive health and vulnerability of women lead to an increase in the number of Muslim women accessing contraceptives. Reflect circles in 5 districts (Dang, Kailali, Jumla, Banke, Bardiya) succeeded in improving access to health services such as free surgery for prolapsed uterus and help during childbirth.

In **India** Reflect has been a powerful tool. During 2009, our partners facilitated 923 Reflect circles, focusing on women. Our target here was clearly under-ambitious as we have around 50,000 women taking part. There are now demands for running Reflect circles from adjacent communities. Some have mobilized support from other agencies to start Reflect circles. Women from Reflect circles have contested- and won- panchyat (village government) elections. *“The Reflect circle has given us a platform to bring out our hidden potential. We have already claimed our housing rights, drinking water, job cards to all under NREGA, quality mid day meals for our children. We can now read and write and do our own signatures and our children particularly are regularly attending schools”* says Priyanja, Patna, Bihar. India has 1,200 STAR Circles

In **Bangladesh** we have not been able to expand our Reflect provision as much as we would like. Our existing programmes are doing well and 1145 people developed plans and took steps to mitigate the impact of flooding (such as storing more firewood and clean water, raising the level of houses and animal shelters).

Challenges Faced

While Reflect is widely used within ActionAid there are sometimes inconsistencies in its application. The most recent Education Review (2009) pointed out that Reflect is key for ActionAid in its linking of analytical capacities and action to literacy learning within an intensive and extensive programme. The report also indicated that we need to get better at using Reflect to contribute to more evidence based involvement in international adult education fora and that Reflect as a tool should also be more closely linked to other tools (e.g. PVA) used in AA.

List any documentary evidence of achievements

Country ALPS reports.

Education review Report.

Story from the frontline: ‘Shiuly’s fight against social norms leads the way for women's rights’ Reflect Circles tackle harmful social practices in India.

Indicator 2

At least one story from each country every year related to poor and excluded women becoming well organised, actively pursuing cases of violations and increasing representation within movements, ActionAid partners and community structures.

Progress achieved and challenges faced

Progress

In **Malawi**, 811 women have reported violence cases, exceeding our target of 700. 35 women have won court cases to recover land and 88 women have demanded and been given their own land. 20 girls who were removed from school to be married have been returned to school as a result of actions of other women in the community.

In **Nigeria**, 7 women’s groups (and 72 girls’ clubs) are now functional, and have been given leadership training. Women are being linked in to microcredit and other support schemes.

In **Ghana**, 27 of our partners have now improved women’s rights inside their own organisations- including appointing female and women’s rights staff and adopting gender policies. We have exceeded our target for the number of violence against women cases prosecuted at 1864.

In **India**, 9000 women are active campaigners for the rights of women living with HIV/AIDS. The *Dignity* campaign continues to work with Dalit women to uphold their rights and protect them from manual scavenging practices.

In **Nepal**, 3049 women have reached positions of authority in local government forums. For example, Ms Taroshila Murmu, a REFLECT Circle member became the first Chairperson of a SMC from the Santhal community (who are marginalised and excluded). She appointed a local female teacher from the Santhal community in the school and is actively working for the welfare of school and its students.

Challenges

In Nigeria, the country programme was not able to access funding to grow their women’s rights work as much as they would like. Activities are overseen by one staff member and this has affected effective coordination of activities by partners and synergy with other thematic programmes.

Generally, working with movements has presented some difficulties. While much of our women’s rights work is with movements, managing the AAI branding/profiling needs versus the greater objective of strengthening and giving space to movements is not something we have totally resolved. There are also issues around the power relationships involved in disbursing funds to partners when attempting to grow movements. How we position ourselves ‘alongside’ movements is still a learning exercise for us.

List any documentary evidence of achievements

- ALPS reports from each country
- Women’s Rights theme external review report
- Story from the Frontline: *Change for Dignity* (working with Dalit women in India). Annex

What is the likelihood that Strategic Objective 2 will be achieved? Rate 1 to 5.

2

Strategic Objective 3:
Civil society organises and mobilises in solidarity with poor and excluded people for their rights.
<p>Please explain choice of indicators reported on below</p> <p>All indicators have been reported on to give as full a picture as possible of progress. The LAPP indicator is reported on in the annex.</p>

Indicator 1:
Increase from 235,000 to 272,350 of young people who take action as a result of ActionAid UK development education work or Activista, and from 5672 to 20,000 in number of UK supporters joining ActionAid UK campaigners.
Progress achieved and challenges faced
<p>Progress</p> <p>The running total of UK campaigners at the end of March 2010 is 46,570. The number of new campaigners recruited this year is 3818. We are currently undertaking a data clean to get rid of inactive campaigners on our database, which means the total number of campaigners, will probably fall. We will update this figure in next year's report, but still hope to exceed our target.</p> <p>Thousands of young people in Brazil, The Gambia, Italy, Uganda, France, Nepal, Denmark, Greece, USA, South Africa, Nigeria, Sierra Leone, Sweden, The Netherlands and the UK, as part of our 'Activista' took part in campaigns and activities for world food day, and followed this up with a number of other actions. Events included a 'minute's noise', lobbying and other local events, such as gigs and concerts, and a 'model farm' created by young people in Sierra Leone. Overall 130,000 actions were taken in advance of the World Food Summit in November. Nearly 180,000 citizens from 191 countries signed a joint Avaaz-ActionAid petition calling on G8 governments to deliver, in full, the \$20 billion developing country agriculture and food security package pledged last July</p> <p>Challenges</p> <p>As we develop our campaigning work as part of our 'supporter journey' (a cross organisational initiative to inspire supporters to do more, give more and for longer). While we made some good steps in examining the innovative practices that we were undertaking to increase our supporters, we did lack an overall strategy in which experimentation and innovation could take place. The significant insight to come out of this year's work is that where most supporter journeys attempt to put a rigid sequence on the steps of a supporter's progress through the organization, ActionAid's is much more flexible; our approach is that you inspire people, who then want to do something and we give them a choice of what they can do. The challenge in 2010 is to turn this approach into practice.</p>
List any documentary evidence of achievements
<p>AAUK ALPS Report</p> <p>AAUK Databases</p> <p>One Minute's Noise (World Food Day Action), Activista (Video): http://www.myactivista.org/video/activista-global-action-on</p>

Avaaz petition: http://www.avaaz.org/en/world_hunger_pledges/

Annual Report 2009

Indicator 2: enter indicator

Increase from 40,045 to 60,100 in the number of people participating in HungerFree in five countries.

Progress achieved and challenges faced

We estimate that overall about 49,000 people participated in HungerFREE across the PPA countries.

In **Malawi** and **Ghana** we have exceeded our targets, with 13,300 people participating in campaigns (against a target of 4000) in **Malawi**. This resulted in Government Officials making an allocation of coupons to the coalition of women farmers (COWFA) in Phalombe DA. In addition our partner COWFA worked with women on HungerFree to ensure 575 women in Mzimba accessed seeds (legumes) in their own right for their gardens. In Dowa, women in 23 REFLECT circles (575 women) also managed to find a stable market at Chibuku Breweries for their 100 metric tonnes of sorghum. In **Ghana**, 6,100 people are involved against a target of 6000. In 2009 HungerFREE activities were held in the Brong Ahafo region. The community was selected because of the large population of tomato farmers, nearly 50% of who are women. A series of meetings were held between women and government officials, focused on land grabbing and biofuels. In **India**, 2000 people took part in HungerFREE actions in 2009 with the campaign launching in Chennai in April 2009 where over 400 women from the states of Tamil Nadu, Kerala and Puducherry endorsed the demand for 'Land to End Hunger' and demanded the government ended evictions and gave land titles to displaced people, Dalits, the urban poor and other excluded groups.

Challenges

Generally, we are pleased with the progress of this work. It is important that we ensure that we continue to link the HungerFREE campaign into the broader programme of work in both countries.

List any documentary evidence of achievements

ALPS Reports

'You will not bury our vegetables in heaps of sand: The struggle of poor vegetable farmers to secure their rights to land' (Tamale, Ghana), Story from the Frontline, Annex

Indicator 3: enter indicator

Number of participants in GCE action week (GAW) mobilised by ActionAid in Malawi, Ghana, Sierra Leone, Nepal and the UK increases from 243,738 to 275,000

Progress achieved and challenges faced

Progress Achieved

Over 9 million people took part in the GAW globally and we made a significant contribution to this.

Most countries have either exceeded or are making good progress towards achieving their indicator. In Malawi, about 5000 people took part in the GAW, reaching the 2011 target (5000). During the week, 6 villages opened Adult Literacy classes where 68 villagers (47 women, 21 men) are accessing basic education. In Ghana, 8457 people took part in the week on the theme 'Literacy for All, a challenge to National Development.' A national meeting was attended by Traditional Authorities, The Ghana Education Service, 200 pupils from both public and private schools and 50 teachers. The climax of the week was the Big Read where recently literate people, from the National Functional Literacy programme read stories and testimonies about how literacy had enhanced their economic and social lives.

6,500 UK schools took part in the BIG READ campaign in 2009 with 1,000,000 young people taking action to ask the government to keep its promise on education for all and to highlight the vital importance of literacy. Students wrote poems, speeches and stories which were then read aloud in school 'read & write-a-thons' throughout the UK, with most events taking place on 22nd April). Students' messages were then gathered together and sent to the Prime Minister.

"We spent a month in Geography and English lessons preparing years 7 to 9 using the lesson resources provided. Then 25 girls took part in an event reading their speeches, poems, stories and performing plays and showing films and presentations they had made. They did this in front of 300 girls, the headteacher, staff, our MP Jacqui Lait and the local press." **Sally Kelly, Cator Park School, Beckenham**

'I am very impressed by how involved the girls have been in this project to 'Send my friend to school'. They can see that they have a direct influence on politics and I hope that they will continue to be involved in influencing policy development.' **Jacqui Lait, former conservative MP for Beckenham**

Challenges

In some countries ActionAid leads the GCE coalition, and in some countries this is lead by others. In countries where AA does not lead the coalition it can sometimes be a challenge to link GCE activities with ongoing ActionAid work within the country programme. Nigeria has addressed this this year by taking on the education financing work through use of the education financing toolkit, which is co-produced by the GCE, ActionAid and Education International.

List any documentary evidence of achievements

ALPS Reports from Country Programmes
GCE 'Big Book' of stories from the 2009 campaign

What is the likelihood that Strategic Objective 3 will be achieved? Rate 1 to 5.

2

Strategic Objective 4:
Policies and practices of duty bearers improves in favour of the rights of poor and excluded people
<p>Please explain choice of indicators reported on below</p> <p>All indicators have been reported on to give as full a picture as possible of progress. The LAPPA Indicator is reported on in the Annex.</p>

Indicator 1:
Improved policies, practices and budgetary allocations to women’s rights, HIV/AIDS, and/or education (with amount and evidence of link to ActionAid and partner work) in five countries and at least two international donors
Progress achieved and challenges faced
<p>In Nigeria, the HIV/AIDS budget is currently 4.54% of the health budget and 0.2% of the national budget. This is an increase of 0.06% on the previous national budget. In Gombe and cross River states, ActionAid has intervened to assist with the construction of the state HIV/AIDS strategic plan which includes costings, and we hope this will lead to increased funds in those two states. ActionAid has played a part in the working groups of the State Agencies for the control of AIDS in Gombe and Cross River. We supported the working group to develop an advocacy pack on the budgetary allocation for HIV/AIDS, and strengthening financial processes to ensure funds release.</p> <p>In Ghana government basic education allocations increased by 2.5% over the period.</p> <p>In India, the Right to Education Bill was passed. While AA India welcome the enshrining of the right to education in law, there are concerns that some elements of the bill- especially the detailing of Public Private Partnerships (PPP) - relieve government of the responsibility for education delivery. A critique of the act was published and shared, along with an official response note focusing on PPPs.</p> <p>In terms of international budgetary allocations to Education, we were closely involved in arguing for a re-design of global aid architecture for education – influencing the evaluation of the \$1.5 billion Education Fast Track Initiative and making the case for extending the agenda beyond primary schooling as well as securing greater independence from the World Bank. We played the key role in securing \$17.5 million for the Global Campaign for Education to support Civil Society Education Funds in 50 countries – effectively providing sustainability to (and expansion of) our work from 2002-2008 with the Commonwealth Education Fund.</p>
List any documentary evidence of achievements
<p>ALPS Reports from Country Programmes</p> <p>ALPS Report from the Education Theme</p> <p>GCE ‘Big Book’ of stories from the 2009 campaign</p>

Indicator 2:	
Optional Protocol is established giving robust above-country remedies for human rights abuses.	
Progress achieved and challenges faced	
<p>Under this indicator we have had mixed successes, although in most cases that has a great deal to do with external factors. In Nigeria, education budgetary allocation has dropped, as mentioned above although (also above) we have had some success at a local level. In Nepal, primary education is now totally free in 25% of schools in ActionAid areas. The national Domestic Violence Bill was also enacted in December of 2009, giving women legal redress for domestic violence for the first time. In India, the education Bill was enacted, although we still have some concerns about its implementation. We have tabled formal responses. The HIV/AIDS Bill is being tabled and drafted in India. ActionAid is involved in the formal drafting process to ensure that full ARV coverage and nutrition are included. In Bangladesh, Domestic Violence legislation has also been enacted. The 'warm mid-day meal' programme has not yet been introduced, but we have had some positive interactions with the government. In the UK, lobbying resulted in the appointment of Baroness Kinnock as a Minister for tackling violence against women globally.</p> <p>Challenges</p> <p>Working in this area brings about two key challenges. The first is that, despite our work, and that of our partners and coalitions, government budgetary allocations and the passing of bills are influenced significantly by political events outside of our control. The scope of our influence as civil society can be quite limited and entry points to the policy process not always obvious.</p> <p>In addition, where change does occur, the attribution for that change should almost always be attributed to a number of partners, as we rarely campaign alone. This make measuring ActionAid's specific contribution very difficult.</p>	
List any documentary evidence of achievements	
ALPS Reports National budgets Reports from drafting committees	
What is the likelihood that Strategic Objective 4 will be achieved? Rate 1 to 5.	3
Strategic Objective 5:	
Making ActionAid more effective, dynamic and international	
Indicator 1:	
All countries reporting will be fully compliant with Open Information Policy to raise	

<p>transparency, and will be accurately completing gender budget analysis and meeting Alps/GMF standards and DFID requirements in reporting. At least six countries will progress to affiliate status with boards and assemblies to deepen accountability</p>
<p>Progress achieved and challenges faced</p>
<p>Progress Nigeria has made strong progress towards their targets. Most of the requirements for affiliate status (a General Assembly as well as a board, and a governance and management review). Accountability boards are on display at head office and in some communities. Monitoring frameworks have been developed for each theme, with improved quantitative and qualitative indicators. 25% of programme budget is committed to gender. Ghana have already achieved their targets, and have a strengthened monitoring system and have begun GBA. Nepal became an associate in December 2009, and recently completed their merger process with MS Denmark. India has been reviewed and recommended for affiliation, and the General Assembly has been constituted and held. Bangladesh is making slower process towards affiliation and remains a country programme. They are compliant with the open information policy. The UK continues to maintain its indicators.</p> <p>Challenges Being transparent in line with our Open Information Policy poses some security and competition challenges, in that staff and partners can be reluctant to reveal details of finances or strategies. Sometimes this is a genuine reason for that and sometimes it needs to be challenged. Assessing the level of transparency of our work is difficult.</p> <p>The merger process with MS Denmark has been useful, as it has encouraged reviews of systems and processes.</p>
<p>List any documentary evidence of achievements</p>
<p>Country ALPS reports Affiliate review tem reports</p>

Part C – Lessons Learned¹⁴

<p>What lessons are being learned from this PPA?</p>
<p>Knowledge generation Several of the indicator countries have used the framework development process to revise or tighten up their monitoring and evaluation process. The process has enabled us to engage our global impact assessment advisors with the seven countries in the framework on a regular basis and support visits and advice have been provided. In addition, the process has helped us experiment with different types of indicator that focus on influencing governance structures.</p>

¹⁴ We left this section fairly open to interpretation.

Additionally, it's an opportunity to show the reach and value PPA money has.

Dissemination of Knowledge

We have recently developed 'Stories from the Frontline'. This is a collection of 50 stories written by AA staff and partners from 10 of our country programmes, 5 of which are PPA Framework countries. The stories cover

- the impact of work- what change, if any, came about;
- how this change has come about- what approaches, strategies, methods, actors were involved.
- what we have 'learnt' about the complexity of change processes, such as new questions for our practice, challenges confronted along the way, and 'good practices' that may have been identified.

The stories have been shared organisation wide with an analysis of their relevance for different units and suggestions for how to disseminate further. They are also available on a portal on our intranet.

Organisational Impact

The PPA has been particularly valuable in supporting us with innovation on our Monitoring and Evaluation practice. In 2006, a Global Monitoring Framework (GMF) was developed within ActionAid to provide a common framework across the organization for analyzing change. The GMF defined five 'areas' of change and gave units the freedom to define outcomes and indicators, with stories as a primary methodology for monitoring change.

By 2008, it had become clear that while the GMF was found by some countries and staff to be a very useful framework for deepening understanding of change, it did not enable a clear enough understanding of progress against strategy. Demands increased for aggregated quantitative information from both the board, and from donors. This led to the development of Key Performance Indicators (KPIs) for organizational health, and the initiation of a Management Information System (MIS).

At the same time, the PPA process provided us with an opportunity to pilot a more formalised approach to monitoring and evaluation. It enabled us to begin a pilot approach to M&E with the seven countries in the framework. Seven countries that already had monitoring frameworks with quantifiable data in them were chosen to take part. The frameworks were compared, and indicators selected that were common across most of the countries. 'Meta-indicators' (such as numbers of boys and girls benefitting from improved education) were developed based on grouping together diverse and locally appropriate national level indicators (e.g. the indicators for improvement to education could still be locally defined).

The pilot has been incredibly helpful for us as we enter into a process of redesign of our M&E processes, which will work together with our new strategy from 2012. Key lessons have been:

- The process of establishing baselines has been quite difficult and we need to improve our baseline data collection
- Stories remain incredibly powerful, but we need to get better at telling them and matching them with more quantitative indicators.
- Where an investment is made, more rigorous collection of data and stories can lead not only to better assessment of impact, but also material for policies

and campaigns

A working group is now developing a new M&E process for the organisation. The PPA has enabled us to experiment with a new methodology that inputs to this.

Relationships with others

The PPA has strengthened our relationships with other PPA holders as part of the following processes.

- BOND PPA Group. This group has worked together on a joint cross agency study, looking at DFID relationships in-country. This was a beneficial exercise in terms of sharing and learning from others' experiences with DFID in-country and also enabled us to provide input into the portfolio review.
- PPA agencies have been a key part of the BOND Effectiveness Programme, and the process of forming the PPA framework has enabled us to contribute more effectively to this forum.
- Through the LAPPA processes, which are detailed in the Latin America annex, attached.

Specifically describe innovative learning, e.g. specific knowledge generation about new issues encountered or discovery of new means of solving specific problems

Two specific points of innovative learning are outlined below.

1. The importance of a 'standalone' women's rights track

The Women's Rights Theme operates both independently on its own projects and across every AAI project and programme, using the following three tracks.

Track 1: Standalone Women's Rights Initiatives. Addressing specific issues within the Women's Rights Theme priorities that cannot be dealt with through mainstreaming including addressing emergent women's rights issues; strengthening and facilitating the work of women's rights organisations and their coalitions/alliances and embarking on and supporting selected women's rights campaigns.

Track 2: Mainstreaming Women's Rights. Every step of intervention design, implementation, management and evaluation needs to be approached using a women's rights perspective.

Track 3: Linking standalone and mainstreamed actions, identification and work on common threads that link related issues across and beyond Themes. Interventions to address violence against women and girls cut across all the themes, for example in the HIV/AIDS Theme brings perspectives on VAW and girls as a factor in HIV/AIDS; the Human Security Theme works on sexual violence, including rape as weapon of war, and the Education Theme addresses sexual harassment and sexual violence on the way to and from school.

These three tracks reflect the difficult task of finding appropriate strategies for developing a development practice that consistently uses gender analysis and addresses women's rights. Lessons from Oxfam GB and other INGOs indicate how important it is to have a Standalone Track running alongside a mainstreaming track to ensure that women's rights work is not 'lost' among other priorities.

The review of the women's rights theme showed how important it is to have dedicated WR staff and budgets for the process of bringing in a women's rights agenda into what is effectively a 'mainstream', (not only or specifically a feminist organisation). This is an important learning for us as we go into a period where we will be designing a new strategy, and will be reviewing where to put our resources. (suggest you quote the actual review – use the quote I put in annual report)

2. The Rights Based Approach (RBA) and Education

Our education review brought forward specific learning about RBA in practice. The review showed that RBA has frequently been presented as 'in opposition' to more service-delivery focused work. While this was a deliberate strategy by the Education theme, it has had mixed success. In some countries, some service-delivery has been seen as necessary (for example, in Somaliland, with a very weak government, AA has built informal education centres), either as a moral imperative where governments cannot provide, or as an 'entry point' for communities. The review highlighted that while RBA is important, we had not always been clear enough about the 'how', and the rhetoric of RBA in some countries has not always been matched in practice. We need to get inside the "black box" of the "how" question: it is not so much what we do but how we do it (schools can be built a school in a traditional paternalistic way responding to immediate needs or use the process of building a school to mobilise people around education rights).

We have learned that there is a need for clear guidelines on this, which we will produce in 2010, which should be backed up with a strong capacity development plan for education colleagues across the organisation.

Partnership with DFID

ActionAid has relationships with DFID across multiple levels of the organisation, with the UK- both the civil society and policy teams, through BOAG and through our media and communications department. We have also had engagement nationally in some countries.

What has worked well?

- Playing a key role, through the Global Campaign for Education (which includes other PPA partners), in contributing to the new DFID education strategy
- We hosted 5 DFID staff on an ‘Immersion’ in Uganda, a short stay with a host family in an ActionAid community, to allow the participants to experience of a poor community at first hand. All participants marked this experience ‘5/5’ and was described as ‘a rich experience’ by Marcus Manuel, Director Pan Africa Strategy and Programmes. Jo Bosworth, DFID Uganda, said: *“I thoroughly enjoyed the immersion as a learning event. Although the experience of rural life is unlikely to be new to most Social Development Advisers, it is an effective way to “reality check” development and poverty reduction and a good complement to other quantitative and qualitative sources of evidence.”* Other DFID staff took part in an Immersion in Rwanda. We are now working with DFID to provide Immersions to other members of staff as a more comprehensive programme.
- We worked with the PPA group within BOND to complete a cross-agency study (for ActionAid, this was again in Uganda) to examine the nature of agency relationships with DFID in-country. This was a very positive experience for us, and enabled us to both strengthen our relationship with other agencies and to encourage engagement with the DFID Uganda office. Recommendations were submitted to DFID, and it is planned to use these in the portfolio review.
- We carried out a number of activities as part of our LAPPA work, which are detailed in the attached LAPPA annex.
- We have participated in a number of workshops and meetings around impact assessment and have appreciated the opportunity to represent our perspective to DFID.
- The CHASE funded Conflict Sensitivity Approach project, is a learning project where DFID itself is a partner in learning. This has been very positive & unique in terms of a donor/ recipient relationship. This project gives the Consortium agencies and DFID a chance to engage in mutual learning and support on issues affecting the whole sector. It also consolidates DFID’s role as a trend setter and thinker in the sector. The Consortium of British Humanitarian Agencies (15 agency project funded by CHASE in which ActionAid leads the capacity building strand) is a very dynamic and exciting new model of working with humanitarian funding that we hope will inspire other donors. The relationship with DFID through this consortium has

¹⁵ Again, we wanted to focus on partnership over relationship here and have left this section open to interpretation by each organisation, however, you might want to consider issues such as learning, accountability and communication with other parts of DFID beyond the Civil Society team.

This is an opportunity to expand on some of the information in Part A on the partnership between DFID and PPA holders and a chance to flag up issues.

been one of mutual respect and learning, and we believe this is DFID at its most innovative in its relations with INGOs.

- ActionAid is also the lead agency for the NGO & Humanitarian Reform Project funded by CHASE. It is a multiagency, Consortium managed project (ActionAid, CAFOD, OXFAM, Save the Children, ICVA, International Rescue Committee, Care) implemented in 5 countries with a global dimension (Afghanistan, Zimbabwe, Ethiopia, DRC and Sudan)
- Working in consortia has its pros and cons. The positive aspects lie not only in the shared learning across organisations but also avoiding duplication; building on each other's strength; developing a common advocacy and programming strategy.

What has worked less well?

- We were disappointed that the mutual accountability framework is no longer an active tool, as it provided us with a good opportunity to commit to targets internally for engagement. We would welcome a similar tool in future.
- The cross agency study recommended the following points for improving engagement in-country: engagement with a wider range of civil society actors, a more consistent contact point for civil society, more opportunities for CSOs to win tenders and higher levels of staffing in country offices. We support all of these recommendations and feel they would help to strengthen our in-country relationships.
- Despite the positive aspects of working in consortia, which DFID encourages, the set up costs can be very high both in terms of money and time. DFID has very understanding in these projects. However, working in this way- especially in large consortia- can be made worthwhile by longer term investment in longer projects or overall programmes that have several project components
- Expectations of the monitoring requirements shifted throughout the application process for the PPA and through the development of the framework. It would be more useful for us to have expectations set out at the start of a process so that we were clear on the expectations and requirements at the outset. This would help us to assess the amount of staff input needed.

Provide evidence of how your organisation demonstrates good corporate governance, whether this has changed as a result of the PPA, and if so how.

ActionAid is a UK registered charity and also a company, limited by guarantee. We are governed by a board of trustees who are also considered directors under company law. Trustees are charged with setting the strategic direction of ActionAid and checking our progress against it. The board delegates the day-to-day operations to a senior management team. The board meets formally at least four times a year – though there is regular contact between the chair and other trustees between meetings. New trustees join the board at its invitation and are chosen with a view to ensuring that the board contains an appropriate balance of experience relevant to the needs of the charity.

ActionAid International is entitled to appoint one trustee for appointment to the board. Trustees are appointed for a basic three-year term, renewable for a further three years. The chair's term of office is five years, which may be extended for a further two years in exceptional circumstances.

2008 saw the review of ActionAid International's governance development take shape (the PPA allowed us to invest in this process). From now on, ActionAid International's governance structure will no longer be a single international board but will be constituted of two bodies:

- An **International Assembly** - ActionAid's top governing body consisting of representatives of all ActionAid's affiliates and associates.
- An **International Board** – which provides direct oversight of the International Secretariat. It consists of autonomous International Board members to ensure ongoing and effective decision-making.

The Assembly recently approved a Resource Allocation Framework to formalise the process of assigning funds to ActionAid units. This provides transparency internally and for our donors as to why we have allocated resources to a particular unit.

The PPA has allowed us to invest quite significantly in governance processes in ActionAid countries around the world that are moving towards full affiliate status. Some of this is outlined under strategic objective 5. Affiliate status is characterised

¹⁶ This section is about both ticking the basic legal compliance boxes and showing that PPA holders are pioneering dynamic new approaches to e.g. environmental standards.

This also provides an opportunity for PPA holders and other organisations in the sector to learn from each other and presents PPA holders as at the forefront of new approaches to good corporate governance, accountability, transparency, organisational change etc.

This is an opportunity to list which standards and codes you are signed up to (e.g. HAP, Sphere etc).

Emphasising how PPA funding has contributed to improving governance and change in your organisation and how this learning has been shared in order to strengthen the sector will also provide more material to demonstrate the reach and value that PPA funding has.

by the need for the a set of governance structures as outlined in the Membership Regulations (attached as an appendix)

In 2009 ActionAid UK signed up to the 10:10 campaign and we are actively working to reduce our environmental impact. We are now 'carbon tracking', focusing on agreed on travel, paper and electricity. We have employed a 'carbon administrator', whose task it will be to develop, test and roll out basic systems for tracking our carbon footprint internationally

In the UK, we have also introduced a formal complaints handling mechanism to allow us to be more accountable to our supporters and the public.

We are Sphere signatories and are also part of the working group on the 'Communicating with Disaster Affected Communities' project (CDAC) which brings together leading relief, development, and media development agencies in a new collaboration which recognizes information as a key humanitarian deliverable. We are also signed up to the ICRC code of conduct.

ActionAid became a full member of People in Aid in 2009.

Please provide any evidence to show how PPA funding allows you to take risks and innovate (if at all).

This year we have been working on innovative processes for citizens to feed back on our effectiveness. PPA funding, with its emphasis on the organisation, is critical in providing support for innovative processes such as these.

Our strategy, *Rights to End Poverty* requires us to hold ourselves accountable to poor and excluded people, to our partners and to the supporters who give us their time, money and solidarity. Our legitimacy, and ultimately our influence, depends on us being accountable for all that we do.

Our participatory review and reflection processes (PRRP) are an accountability mechanism in which communities, ActionAid and our partners put the achievements of each year under the scrutiny of community members. In 2009, we undertook a concerted campaign to ensure the high quality of our PRRP processes. International directors and staff were asked to take part in national and local PRRPs, and to follow up with countries to ensure quality processes. As a result, we saw more innovation and investment in this critical process.

For example, staff and board members from **Greece** took part in a local review and reflection process in an area funded by Greek supporters in **Nepal**. They reported back on the amount of money raised for the community and why some of it is spent outside the community. What most interested community members, however, was seeing the reports sent to Greek supporters – they were very proud of how their work was represented, and it was evident that this was the first time they had fully understood how the child sponsorship mechanism works. The process was enriching for both the local and international participants. Antogoni Lymberaki, a member of the Greek board, said: *'I have to say I'm a bit lost for words. It was a very intense and moving experience. We all feel much richer, much wiser.'* A local participant said: *'I could have earned 120 rupees (€1) for that day's work, but I feel I have learnt much more being here.'*

In **Pakistan**, we introduced peer reviews in which all partners and community representatives gathered at sub-national level to consolidate and share community feedback for planning and transparency. This was in addition to the regular practice of transparency boards and quarterly coordination meetings with partners. Local partner Siaban Development Foundation organised an 'open accountability forum' in which they encouraged local men, women and representatives of local government and other civil society organisations to reflect, analyse and critique organisational practices.

'We are proud to be the first organisation in the area to have taken this initiative. We believe it will add value to our work and earn us more credibility, trust and confidence among communities and partners. The experience also proved to be a learning experience in analytical and critical questioning,' **Mr Sahibzada Khurshid Zafar**, general secretary of the forum.

In **Mozambique**, the process of collective review and planning led to a greater understanding of why ActionAid encourages communities to claim from the government rather than providing services directly. After the PRRP, ten-year-old **Maura Cossa** said:

'I always wondered why ActionAid did not give us goods and school materials. I used to hear people saying that they don't know what ActionAid is doing with their money, but now I understand that to participate in this very important meeting and to listen to these "mamas" talking about a lot of things that were done in 2009 is wonderful... I wish my mom was here too to share what is being said here.'

In **Nigeria** this year, as a result of our accountability, learning and planning system's requirement for poor and excluded people to be involved in research as well as programmes, the community of Ayibabiri in Bayelsa State used the research findings to pressure the government to complete and staff an unused health centre.

In **Malawi**, we distributed big mock cheques to communities, showing the amount of funding provided, so as to enhance transparency. In response to feedback from communities during the review process, we merged several separate projects.

Since it is partners, rather than ActionAid staff, who normally work directly with communities, we provide training on accountability and transparency to our partners and community leaders. In the **Gambia**, we supported apex structures to represent multiple villages, which the government and other NGOs use as a conduit for development activities. These structures allowed us to provide management training to 78 people from 26 villages in 2009 and to 300 participants in seed bank collectives. We also provided training in participatory techniques to facilitators who support the apex groups. Apex president **Abdoulah Bah** said:

'The training brought unity and cooperation among the membership. The executive committees are aware of their roles and responsibilities. It has helped us to become more accountable and transparent in our activities.'

Another Apex President, Maram Ceesay said:

'Using participatory tools enhanced everyone's effective participation, leaving no stone unturned in terms of our problems and possible solutions. Everyone

understands how and why certain decisions are taken.'

PPA funding enables us to experiment with accountability, and take risks in investing in processes that will enable us to be more effective and accountable to citizens, putting in place important feedback loops.

Part F – Cross –cutting issues

Describe any work your organisation has done on Gender and Faith if applicable (this question will be limited for the period 2008-2011)

Gender – Please describe how your organisation is mainstreaming gender in its work, as well as any specific work your organisation has done to promote gender equality and women's empowerment.

Faith – Please describe how your organisation is working with faith groups and communities

Gender

Gender indicators are a key part of our framework and are outlined under the appropriate sections above. As also detailed above, while we do mainstream gender, we also work on women's rights as a specific and separate issue. Our external reviewers said of this approach:

"While most INGOs have chosen to go the mainstreaming route, AAI has rightly chosen to have a specific, standalone WR theme, plus mainstreaming WR into all other themes and functions. This approach has contributed in large measure to the achievements and changes identified during this evaluation. It is this dual approach that has contributed towards the complex and slow process of institutionalizing the organisation's commitment to putting women's rights at the centre of its 'being and doing'." Penny Plowman, our external (theme) reviewer in August 2009.

Some specific achievements from last year include:

Women Won't Wait (WWW) (our flagship campaign looking at the intersection between violence against women and HIV/AIDS)

WWW was invited to provide input into the UNAIDS Action Framework and is a member of the Global Task Force to write the Operational Plan on Women, Girls, Gender Equality and HIV . The Operational Plan, now called the Agenda for Accelerated Country Action on Women, Girls, Gender Equality and HIV, outlines country level interventions to address gender inequality and HIV. It has specific actions to respond to VAWG and HIV.

We are now part of the AIDS Accountability International's Expert Panel which has developed a Gender Index or a score card on national governments' implementation of gender equality commitments. The score card shows that most governments are not doing well on commitments on gender equality.

WWW is a member of the Reference Group to World YWCA advising on increasing

women's representation and integration of women's rights concerns in the forthcoming International AIDS Conference in Vienna (July 2010). Along with other members of the reference group and World YWCA, we lobbied for a plenary speech on VAWG and HIV and succeeded in nominating Everjoice Win, our Head of Women's Rights as the plenary speaker.

Public Financing for Agriculture

We invested in a research and advocacy project tracking governments and donor spending on smallholder agriculture. The research was carried out in Kenya, Malawi, Uganda, and Vietnam. The reports are of high quality, and very concrete policy asks from donors and southern governments regarding what women smallholder farmers want/need. The research shows that over 60% of small scale farming is done by women globally, yet women are not recognized as farmers in their own right for access to finance, extension services and research and development.

Country Specific Work

There are too many examples to mention, but below are some specific stories of impact from Kenya, Mozambique and India. Two case studies: one on political participation in Sierra Leone and one on women's empowerment through self-help programmes in Cambodia, are attached.

In Kenya:

Land clinics (through our partnership with the Kenya Land Alliance) have seen women access critical information and prepare to bring their land related cases before the national Truth, Justice and Reconciliation Commission (TJRC) when it begins its work in mid 2010 (the TJRC will be looking at land related injustices as well as other historical violations since independence)

Our work, again in partnership with the Kenya Land Alliance, has seen us influence the National Land Policy (2009), which among other things seeks to eliminate gender imbalances in land ownership, access and control; lobbying work was specific to women's right to land – most of our key demands were adopted; current work is focused on disseminating the WR content of the policy across our DI networks. We also published and launched our report titled *'Women's Right to Land and Property in Kenya: The Contradictions, Collusions, Conspiracies and Consequences'*

In Mozambique:

Para-legals have been trained to help women and other farmers to deal with land conflicts, marital conflicts, and family laws. In 2009, 12 cases of land disputes were resolved in DAs where the WOLAR project is being implemented. 10 inheritance cases were supported all the way through the courts and the widows all won their rights to land.

In India:

Work towards strengthening Dalit women in reclaiming land, (Panchami land, temple land, forest land), continued during 2009. Women Dalit Samakya (WDS) demanded 2.5 acres of irrigated land and 5 acres of dry land for each Dalit family in Andra Pradesh. As a result of their campaign, WDS secured 380 acres of land. The

land titles were all given in the names of women. In Tamil Nadu the campaign was successful in reclaiming 30 acres of land for Dalit women.

Faith

One of ActionAid's core principles is our independence from any religious or party-political affiliation. Working with faith-based organisations or groups is not a feature of our strategy, but we may do so where this helps us to achieve our objectives. For example, ActionAid Nigeria have worked with religious leaders, who have been delivering girls' education messages in Friday prayers.

In Ghana, we worked with religious leaders to help tackle women's rights issues, getting agreement from 45 imams and pastors to campaign for women's rights within their organisations. Workshops, forums and training were organised:

I have always thought that the call for women and girls' rights was yet another ploy by the West to infiltrate our religion and so swore never to support it. But after the discussions today I am clear that the provisions have their sources from the Holy Qur'an and I am all for it. There is no better way to influence attitude change than knowledge sharing through occasions such as this. Imam Alhaji Yussif Yakubu, Central Mosque, Tamale

In **Malawi**, we provided training in economic literacy to partners including the teachers' union, an association of religious leaders, and three NGO networks focused on women's rights, health, and economic justice respectively. They then applied this training to develop and present their arguments on education financing to the IMF mission, whose chief later promised to discuss expenditure and financing of these sectors with the government.

LAPPA Annex¹⁷

Complete areas within white boxes only

Part I - Progress against LAPPA Development Objectives

Progress to date against LAPPA purpose statement¹⁸ (Word guidance: up to 300 words)

The LAPPA has made significant progress towards the purpose statement. Our key focus in Latin America is working with and supporting social movements to work for social, economic and political inclusion, as expressed in our framework indicators.

This year has been a challenging one for the region, as the financial crisis forced us to make some staff cuts and to reprioritise our programme work. The funding from LAPPA thankfully helped minimise the impact, especially within our regional office which plays a key role in coordinating regional initiatives.

Some of this progress is laid out under the indicators below, but some key examples are:

- ActionAid Brazil have successfully campaigned for the inclusion of the Right to Food in the National Constitution, to be guaranteed as a constitutional right.
- In Guatemala, we worked with Oxfam, another LAPPA agency, to merge “Vamos al grano” (Oxfam) and Guatemala sin Hambre (ActionAid) and Networks of Food Security (IFSN) into a national campaign with the participation of national rural organizations: CUC, CENOC and Alianza.
- In Guatemala a strong network was created with the women of the National Congress to produce a public policy on violence against women with HIV/AIDs. First steps have been taken to educate Congress on the policy.
- The fourth *Dialogues on poverty and Inequalities* was held, at the World Social Forum in Belem, Brazil, with the participation of national and regional partners. We produced a book, *There is still time for the sun*, based on research done on poverty and social programmes in Brazil, Guatemala and Venezuela. ActionAid and the ‘People’s Dialogue’ movement now have firm plans to work together to produce a South-South dialogue.

We are confident we will achieve all of our defined LAPPA indicators by the end of 2010-11.

¹⁷ This annex should only be completed by DFID’s 12 LAPPA partners.

¹⁸ DFID and the LAPPA agencies have agreed that their overall shared purpose in Latin America is to reduce poverty and inequality through empowering civil society to address social, economic and political exclusion.

Progress against LAPP Development Objective indicators¹⁹

Indicator 1²⁰:

6 ActionAid partners working with 63 communities are involved in monitoring public policies at local level and have influenced the policies and practices of power holders on poverty reduction and the realisation of rights through 1 regional and 3 country initiatives

Progress achieved and challenges faced (Word guidance: up to 300 words)

We have exceeded our overall targets for 2009-2010.

In **Brazil**, our most significant piece of public policy work was around monitoring and advocating for the implementation of the Maria da Penha Law.

“This law is important for showing the Brazilian Society that the violence against women is a crime and it must stop. It forces the State to fulfill its role. The society needs to discover the law.”

Quotes from the letter “How can we improve our lives and the Implementation of the Maria da Penha Law?”, resulting from AAI Brazil’s project *Monitoring Public Policies by Civil Society*

As part of the project *Measuring and Improving the Monitoring Impact of Public Policies by Civil Society*, a national seminar was held in Pernambuco by 100 women from 4 different Brazilian States (Rio de Janeiro, Alagoas, Sergipe and Pernambuco), representatives of Social Movements, Women’s Forum, Community Based Organizations and a number of key government representatives. One result of this process was the creation of a local committee on domestic violence by participants in the workshop and their colleagues in the city of São João de Meriti.

A letter of Proposals and Demands to governments was drafted. The process of working on the Maria da Peha law will be used to create a case study for LAPP.

In **Guatemala**, our partner CODEFEM carried out five initial surveys on Municipal Women’s Offices. As a result the 2010-2011 Work Plan with MWOs was improved through a process of linking local needs with national level guidelines and providing formal written guidelines on how the national guidelines could be applied at local level. We will monitor the success of this process over the next year.

In Petén, ACDIP and CONDEG (Council of Displaced Persons of Guatemala), ActionAid partners, have focused on the struggle against the sale of peasant-owned land to agro-industrial companies (chiefly African palm plantations and refineries), carrying out advocacy actions at municipal and department level to demand improvement of services and to halt forced land sales. A case study has been completed: “Violation of the Right to Food in the Champerico Hamlet, in Sayaxché, Petén”. This case documents the threats and intimidation against peasant families by agricultural companies in order to force them to sell their land. These findings will be taken forward with government over the next year.

CONDEG has continued to work on community organisation, training and discussion on these land issues and has organised exchanges (Sayaxche-Ixcán) with leaders so that they can discuss organisation, and develop strategies to deal with the expansion of plantations of African palm.

¹⁹ Partners should focus on those indicators included in the LAPP Partnership Framework, but may also draw on other relevant PPA indicators.

²⁰ In each case, partners should identify which LAPP Development Objective the indicator refers to.

List any documentary evidence of achievements
<p>Brazil:</p> <ul style="list-style-type: none"> - Field reports from facilitators - Photos of workshops - Testimonies of participants <p>Guatemala:</p> <ul style="list-style-type: none"> -CODEFEM. Municipal Survey of Chisec, Alta Verapaz. -CODEFEM. 2010-2011 Plan for Municipal Women’s Offices. -National level ALPS reports - Aide Memoire of the III Encounter of Peasants against the expansion of plantations for agricultural fuels, held in El Chal, Petén, on November 16-18, 2009.

Indicator 2:
6 exchange events with government officials, CSO and social movement representatives.
Progress achieved and challenges faced (Word guidance: up to 300 words)
<p>The World Social Forum 2009 in Belém, Brazil gave us a tremendous opportunity to complete a number of exchange events and this met our targets for for the year. We brought 70 people, (including 20 residents of other Southern countries and 2 representatives of each of 20 local partner organizations) and keynote urban reform speaker David Harvey to the event. We provided funding for the Rio de Janeiro faction of the coordinating committee, and hosted or co-hosted 8 panel discussions designed to foster South-South Solidarity among civil society organizations, social movements, and progressive government officials.</p> <p>One particular highlight of the event was when ActionAid International Board of Directors member, Candido Grybowski, moderated the debate between presidents Lula, Lugo, Morales, Correia and Chavez, which was nationally televised.</p> <p>In addition, Brazil played a more active role in the Brazilian National Campaign for the Right to Education (CNDE), taking part in the preparation for the National Education Conference (CONAE). The preparation for CONAE involved the qualification of 135 delegates for state level conferences and 53 for the national level conference. It also involved the preparation of an amendment compilation defending, among other issues, the investment of 50% of the Pre-Salt Social Fund in education, with 70% of the funds addressed to low-HDI states and municipalities. The amendment document was crucial for networking purposes as well as for building consensus around themes and political issues. This has lead to the strengthening of the Campaign as a political actor in state-level conferences. The Campaign nominated and obtained approval for 21 out of the 52 speakers (including the AAI Brazil Country Director), as well as for 3 coordinators.</p>
List any documentary evidence of achievements
<p>WSF official schedule</p> <p>Newspaper Article about David Harvey’s speech</p> <p>Newsletters from partner organizations</p> <p>Photos</p> <p>Videos uploaded to ActionAid International Website</p>

Indicator 3:

By 2011, 6 additional examples of local organisations in 3 countries (Brazil, Guatemala and one more) who have successfully held decision makers to account in relation to accessing resources

Progress achieved and challenges faced (Word guidance: up to 300 words)

This indicator will now focus on Brazil and Guatemala only. However, six additional examples will still be reported by the end of the reporting period.

In 2009, ActionAid **Brazil** supported 4 local partners in 12 communities to guarantee improved access to water. We did this by providing support for them to become regional managers of a federally funded drought protection program that aimed to increase capacities of local small farmers in using rainwater for irrigation and production purposes. The communities are able to ensure fair distribution of resources and funds.

Also in **Brazil**, partner organization MOC's work on education has improved pedagogical practice through partnerships with schools. Their work also led to the community holding the municipality to account through a process started through a child sponsorship activity held by MOC, in a school whose premises were completely inadequate to educational purposes. After two petitions and a 15-day strike, the municipal authorities refurbished the school building and equipped it according to the community demands.

In **Guatemala** The Agrarian Platform (PA) and other partner organizations continued their strategy of dialogue, negotiation and pressure on decision-makers. They applied pressure to achieve bilateral dialogue with the government about the Ch'orti debt and the reactivation of the peasant economy. In coordination with partner SEGEPLAN, PA was involved in a programme in 88 communities in 17 municipalities for reorienting public investment towards these communities.

Also in **Guatemala** we also made significant progress towards the passing and enforcement of the Law for Integral Rural Development. As an alliance of 16 peasant organizations, environmental organizations, small businesses and study centers working to support rural development, ADRI (Alliance for Integral Rural Development) has maintained a united front in response to delay tactics used by the Executive Branch and the Congress and in advocating the Law on Integral Rural Development. We also worked with academic institutions (IPNUSAC and FLACSO) to improve dialogue with key decision-makers.

ADRI is the main body for negotiating with the State for the Law on Integral Rural Development. A key challenge of the Alliance is that some organizations continue to take unilateral action and this affects the alliance, resulting in distrust. Coordination between peasant organizations needs to be improved. AAG, together with other cooperation agencies tried to start dialogue and debate on the causes of dispersion and the lack of unity in the peasant movement. However, this had limited success, and we will need to rethink our strategy for next year.

List any documentary evidence of achievements

- Brazil:
- Field reports from facilitators
 - Photos of workshops
 - Testimonies of participants

- ALPs Reports

Guatemala:

- Favourable opinion in relation to the IRD Bill No. 4084, dated October 21, 2009.
- Summon to official establishment of dialogue venues in Congress.
- Popular (mediated) version of Bill No. 4084, IRD Law.
- Conclusions of the Report of the UN Special Rapporteur on the Right to Food, Olivier de Schutter.
- Report on Feasibility of Cases to demand Justiciability of the Right to Food.
- Video "Territory: The Path to Our Roots".

Indicator 4
3 specific additional cases are documented where national/regional advocacy by ActionAid or our partners successfully influences governments to change policies in favour of poor agricultural producers
Progress achieved and challenges faced
<p>We are making good progress with this indicator, although as the work is not yet complete we are still in the process of monitoring national and regional governments to see if they carry through the changes lobbied for by ActionAid and our partners. Two specific cases are given below, and a third will be added next year. Both refer to 'PAA' programmes which intend to support poor farmers to produce food for schools and hospitals.</p> <p>In Brazil during 2009, ActionAid facilitated four workshops with babaçu coconut-breaking women from 5 villages in rural Piauí in order to monitor the effectiveness of a Federal Food Acquisition program. This programme, PAA, aims to raise incomes of family farmers by purchasing their crops for use in school lunches and public hospitals. Despite the federal government's claim that they had been implementing the project in the area, we discovered that the process was being subverted by the mayor's office, and the programme was not being implemented in these communities. Due to the workshop and the voluntary monitoring committee set up as a result, women have now demanded their local authorities to include them in the program. We will monitor the effectiveness of this campaigning over the next year, but initial signs show that the office is responding and the programme should reach the women.</p> <p>In Guatemala 240 women are now receiving federal funding for agricultural production to be used in public school lunches and hospital meals, as a result of a process of meetings and workshops with poor women farmers and a national seminar with the Federal Company of Food Acquisition, and the Ministry of Social development. The workshops concentrated on getting inputs from women on how the Guatemalan PAA programme could be improved and reach the women who needed it the most.</p>
List any documentary evidence of achievements
<p>Brazil</p> <ul style="list-style-type: none"> - Field reports from facilitators - Photos of workshops - Testimonies of participants - ALPS Reports <p>Guatemala</p> <ul style="list-style-type: none"> -Field reports -Testimonies of participants - ALPS Reports

Part II – Progress against LAPPa Partnership Objectives²¹

Partnership with DFID: progress, challenges and lessons (Word guidance: up to 300 words)

The partnership with DFID through LAPPa has been strong this year, primarily through work coordinated by the steering group and partners.

Climate change: In 2009, two meetings were organised on climate change (one in Lima and one in London) and a meeting was organised in London on the impact of the financial crisis on Latin America. ActionAid played a part in both meetings, and appreciated the opportunity to speak with other NGOs and senior DFID and FCO staff. The location of the meeting in Lima meant we were not able to send as many staff as we would like (ActionAid has no office in Lima, and thought it advisable to keep staff flying to a meeting on climate change to a minimum. Although ActionAid is not working on the climate change objective for the LAPPa framework, it was helpful for us to hear about others' work so that we can incorporate their learning into our evolving climate change work.

White Paper: We were disappointed that the White Paper did not contain any reference to Latin America, despite the input from ourselves and other LAPPa partners. This indicates that a key challenge remains in getting LAPPa's voice heard clearly within DFID, although the new government may provide a change in access points.

Mid-Term Evaluation: We were impressed with the skill and ability of the consultants selected by DFID to carry out the evaluation and thought they made a generally good and realistic assessment of the partnership and its progress. The evaluation was also helpful for us in prompting internal discussions on how to best represent Latin America work in our UK policy and campaigns work, and we are moving towards changing this.

The support of the Latin America Policy Advisor in coordinating the group and Steering Group and ensuring that our inputs were incorporated into key documents has been appreciated.

Partnership with other LAPPa agencies: progress, challenges and lessons (Word guidance: up to 300 words)

The partnership has had some key benefits to us in terms of strengthening our relationship with other NGOs. It is helpful to consider progress here through the partnership objectives:

1. **Enhanced** lesson learning and knowledge sharing between LA PPA partners on thematic areas and approaches to achieving the development objectives

The coordination of the Policy Advisor has meant that the group set up to try and achieve this has functioned well. We took part in two key meetings which represented our partnership with other LAPPa agencies to DFID: the first, a meeting on "The Impact of the Financial Crisis and Responses within Latin America", in March 2009 was well-attended with representation from DFID Senior Management. The second meeting on "Climate Change & Latin America: Challenges and Opportunities for Copenhagen and Beyond" in October 2009 was chaired by DFID Head of CSD; attended by Parliamentary Under-Secretary, DFID senior managers, MPs, Latin American diplomats in the UK.

²¹ This is an opportunity to expand on some of the information in Part A of the main self-assessment on the partnership between DFID and PPA holders and a chance to flag up issues specific to LAPPa.

Partners should make specific reference to the LAPPa Partnership Objectives on: knowledge sharing and lesson learning; communications; and increased influence and voice of the LAPPa partnership on UK development policy.

The meetings and exchanges under this objective have helped us to reflect upon and define our position- and seeing what other agencies are doing has helped us examine where gaps, or opportunities for future lesson-learning might be.

While overall policy discussions have been a feature of these meetings; we have had fewer opportunities to engage on specific practice- and we would like to establish some opportunities for this in the future.

2. Increased effective communication from LA PPA partners on the challenges and achievements of development in Latin America

As highlighted in the mid-term review, this objective remains rather ambiguous and some work is needed to refine it. We felt we made some good progress with the joint publication on climate change, although other achievements have been limited. Many of ActionAid's communications remain the region as they are produced there, and we need to take more steps to bring some of these challenges and achievements to a UK audience, and collaboration with other LAPPAs agencies on these would be more difficult as a result.

3. Increased influence and voice of the LA partnership on UK development policy

We consider this objective to have been more of a challenge. While the DFID Policy Advisor has made excellent efforts to represent the partnership at multiple levels within DFID, the lack of representation of the region in the White Paper shows that we are struggling, as a partnership, to have our voice represented within DFID. In terms of other development actors, we have appreciated that LAPPAs is able to input to the IDB, even though we are unable to do so ourselves, as we do not work directly with regional development banks.

A key challenge for ActionAid in this area has been that our policy staff for the region are based in Rio, and so are unable to take part in many of the meetings and exchanges, and the potential for more regular informal interactions is limited. We have taken steps to improve this by bringing our Regional Head of Policy into the Steering Group- utilising video conferencing. The shadow steering group established for the Regional Meeting has also helped build relationships in the region.