

act:onaid

RIGHTS TO END POVERTY

ACTIONAID AUSTRALIA¹

STRATEGY 2009 – 2010

Extended to 2011



On Friday October 15th 2010, the "KABAgroungou" HungerFREE coalition marched against Monsanto seeds in Jacmel (Haiti's South) to commemorate the international rural women's day (October 15th) and international food day (October 16th). Photo: ActionAid

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1. Introduction

Austcare was established in 1967 by a number of Australian community organisations to provide support for refugees. With strong community support, and funding from the Australian people, the Australian Government and other institutional donors, we have worked in more than 30 countries around the world.

In 2003 we began working with ActionAid International (AAI),¹ an international NGO that takes sides with people who are poor to end poverty and injustice. ActionAid was formed in 1972 and currently helps over 13 million of the world's poorest and most disadvantaged people in 42 countries worldwide to secure their rights to food, shelter, work, education, health care and gain a voice in the decisions that affect their lives. We signed a Memorandum of Understanding with ActionAid in March 2007 and in September 2007 the Boards of Austcare and ActionAid agreed that Austcare should become an Associate of ActionAid with the intent of affiliating with the organisation. Our association with ActionAid has enhanced the capacity of both agencies and enabled us to increase the scope, relevance and impact of our work. Austcare and ActionAid are planning for Austcare to become an Affiliate of the ActionAid network in 2009.

This strategy will guide the transition of Austcare to ActionAid from 2009-2010 and will take effect from 1 January 2009 when it will replace the current Austcare Strategy, "Building Human Security Together 2007-2012". We will be an active participant in the review of the current ActionAid International Strategy Rights to End Poverty 2005-2010 and, will be developing a new strategy based on the new ActionAid International Strategy which will commence in 2011.

² www.actionaid.org

2. Context

2.1 The International Context

ActionAid has been sharing its thirty years of experience, from all around the world, of working with poor and excluded people and deepened our understanding of the causes and consequences of poverty which has led us to conclude that it is *unequal and unjust power relations that lie at the root of poverty*. Unequal power relationships are systematically imposed in both poor and rich countries on the basis of gender, age, caste, class, ethnicity, sexual orientation, HIV status, race and disability. All too often, powerful vested interests – communities, institutions, corporations and nations – choose to exercise the power they have, in order to accumulate even more power. They abdicate their obligations by denying rights, resources and opportunities to the less fortunate, particularly to people who are poor and excluded.

Lack of power is inextricably tied to the denial of basic human rights. Rights are denied at local, national and international level, as power imbalances between rich and poor play out in policies which hurt poor and excluded people. ActionAid's work supports poor people to claim their rights so that they can improve their lives and make their voices heard. Women and girls suffer the most and make up the poorest of the poor. Poor women – already battling the deprivation imposed by lack of food, clean water, shelter or employment – are subject to cruel daily discriminations. There is ample evidence that the realisation of women's and girls' rights – from learning to read and write, to property inheritance and constitutional guarantees – offers the most effective route to poverty eradication. We will seek to empower women and girls in everything we do.

People today face continuing insecurity from armed conflict. They are increasingly vulnerable to natural disaster, climate change and environmental degradation. In each case poor people are the hardest hit. We strongly believe that democratic governments can and must act on behalf of their citizens, upholding social and economic rights and the principle of justice for all their people. At the international level, failures of governance are equally striking. Double standards and gross power imbalances are evident in the working of international institutions, the actions of governments and the power of global corporations.

At this time there is a disturbing lack of clarity concerning the global financial crisis. The economies of the US, Europe, Australia and other countries in the region are expected to experience medium

to severe reductions in economic growth during the period of this strategic plan. This is expected to have a substantial impact on the lives of people who are poor both through the impact of the global slow down on the economies in less developed countries and a possible reduction in official development assistance.

There are, however, some positive signs that give us hope for the future. Emerging constellations of poor and middle-income countries have the potential to shift the balance of power in global governance. Poor people's organisations, social movements and pro-justice groups around the world are coming together, as part of a growing and active civil society, to promote change. Determined advocacy by women's movements has won significant commitments to promote and protect women's rights. Some governments, at least, are beginning to recognise that radical changes are needed to tackle poverty and end the denial of rights to so many.

The way forward will not be easy. Change will only come through people organising for their rights and working to redistribute power within and between communities and nations. Poor and excluded people cannot do it alone. A global wave of citizen action holds far-reaching potential. ActionAid will inspire and mobilise supporters as part of this wave of action. We will contribute to the global movement against poverty, in solidarity with poor people, taking action and building hope for the future.

2.2 The Australian Context

The Australian Government is increasing its commitment to international development, for example the government has committed to increasing the international development budget to 0.5% of Gross National Income (GNI) by 2015. In 2008-09, the Australian Government is proposing to spend \$3.7 billion. To get to the 0.5% target by 2015-16, there is a planned 60% increase in the size of the development assistance program between now and 2011-12. This scale is closely linked to achieving the MDGs in the Asia-Pacific region and there is also expected to be enhanced engagement with Australian based NGOs.

The 2005 *Giving Australia* report found that Australians give \$11 billion annually to not for profit organisations^[1], \$7.7 billion of which is provided by individuals. In 2004, 13.4 million people (87%

of adult Australians) donated \$5.7 billion. This generosity has steadily increased during the period 1997 to 2004 with 18% more of the population reportedly giving. Giving on the whole has increased by 88% during this time, around 12.5% each year. The average individual gift has also risen, from \$331 in 1997 to \$424 in 2004. These increases can be attributed to a number of factors, including the increasing size of the population, sustained economic prosperity, an increase in the number of not for profit organisations and the increased sophistication of fundraising methods and appeals.

Child Sponsorship in the Australian market has experienced continued growth and 10 of the top 20 international aid organisations in Australia currently offer child sponsorship programmes, although there is little difference between them in terms of market strength. The exception is World Vision Australia (WVA), which clearly has a strong foothold in the market.²

The attitude of the Australian public is one where most people believe they should support people who need it,³ and poverty and hardship on developing countries is a priority when deciding where to commit their dollars. Differentiation through branding, product and public awareness strategies is essential in today's increasingly competitive not for profit industry'.

Young people represent hope for a better future with many enthusiastically involved in community activity, campaigning or fundraising. Many young people are increasingly aware of global injustice and want to contribute to positive change. Many are moving towards actions linked to social movements rather than conventional political parties. We want to increase our ability to reach out and engage with young people through creative activism and campaigning against poverty in a way that relates to their own lives, skills, values and interest. Connecting young people internationally will help us to stimulate and channel their energies as innovators and activists. We believe there is a real potential in campaigning with committed groups of supporters, and we need to develop this further by reaching out to new audiences.

The last few years have not only seen a heightened public awareness of the needs of developing countries – international aid organisations have also become more competitive in their communication strategies, with a greater focus on branding and corporate partnerships. The Australian charity market is crowded, with other organisations such as schools, universities and hospitals competing for funds. Marketing techniques are becoming more sophisticated, with more charities prepared to spend more to raise more. More questions are being asked about the accountability of charities to their donors and there are new initiatives to measure the performance of charities and publish that information for public scrutiny. Technology is changing ever more rapidly and constant innovation is necessary to stay ahead. Young people in particular are adept at using new technologies and have grown up with the internet, mobile phones and text messaging. Innovative communication and campaigning that exploits the possibilities of new media can become one of our distinctive hallmarks.

³ Exponential Fundraising, Report for ActionAid International, July 2007

⁴ Ibid.

2.3 The Internal Context

Austcare has cemented its position as an agency that works with people affected by conflict and natural disaster with a particular focus on protection, livelihoods, mine action, the prevention of armed violence and disaster risk reduction. At the same time we have continuously evolved and adapted to our changing external environment. This has enabled us to remain creative and agile and to seize opportunities as they have arisen.

We have extended our reach and influence in Australia by building on our valued partnerships and loyal supporter base. We have strengthened our ability to define our key areas of activity and to communicate this to our stakeholders and the general public. We have enhanced our capabilities to effectively advocate and campaign on key issues such as the Convention on Cluster Munitions. We are committed to mobilising our supporters and campaigning to enable poor and excluded people to claim their rights and tackle the root causes of poverty.

We continue to enhance our work processes, which has resulted in increased professionalism in the areas of fundraising, finance, human resources and program management. A team culture permeates all of our work along with a willingness to share ideas, encourage calculated risk-taking and promote staff well-being. This has resulted in the development of a talented group of people who are constantly searching for new and improved ways of making a difference. The Austcare team has developed a wealth of experience and lessons that have been learned that will inform the wider ActionAid efforts to ensure continuous improvement – this reflects a commitment to sound management of knowledge to ensure that lessons and their implications are not lost.

We are currently preparing to launch ActionAid Australia which involves a realignment of our vision, mission and values to reflect AAI's vision, mission and values whilst retaining the history, culture and identity of Austcare in this exciting and dynamic new organisation.

3. Vision, Mission and Values

Our Vision

A world without poverty and injustice in which every person enjoys their right to a life of dignity

Our Mission

To work with poor and excluded people to eradicate poverty and injustice

Our Values

ActionAid lives by the following values:

- MUTUAL RESPECT, requiring us to recognise the innate worth of all people and the value of diversity
- EQUITY AND JUSTICE, requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion
- HONESTY AND TRANSPARENCY, being accountable at all levels for the effectiveness of our actions and open in our judgements and communications with others
- SOLIDARITY with the poor, powerless and excluded will be the only bias in our commitment to the fight against poverty
- COURAGE OF CONVICTION, requiring us to be creative and radical, bold and innovative without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty
- INDEPENDENCE from any religious or party-political affiliation
- HUMILITY in our presentation and behaviour, recognising that we are part of a wider alliance against poverty.

Culture and Identity

Our core values are the fundamental principles and standards to which we adhere. They reflect our rich and diverse organisational history, our culture and our identity.

We are committed to human development and will develop our culture and identity so that our staff and partners are nurtured and enriched. This will enhance our working environment and encourage us to: operate effectively, collaboratively and creatively to fulfil our mission; help develop our partners; and contribute towards a more just, equitable and sustainable world.

We are committed to becoming an organisation:

- ❖ where our mission is valued;
- ❖ which has a strong identity;
- ❖ where our people and partners are developed in a holistic way;
- ❖ that involves a meeting of collaborative, creative and committed professionals;
- ❖ that values communication and sharing lessons that help everyone to become more effective.
- ❖ that creates opportunities to serve humanity with energy and passion;
- ❖ that engages with people of good will to respond to human crises caused by conflict and natural disaster and ending poverty.

The integral development of our people must be relevant, tangible, practical and nurturing to enable all of us to bring passion and energy in responding to issues that affect the lives of our fellow human beings.

4. Our Strategic Direction

By the end of 2010 we will have successfully transitioned Austcare to ActionAid Australia through the following results:

- Contributed to a tangible difference in the immediate conditions and the power of poor and excluded people, especially women and girls in less developed countries in Africa, Asia and the Middle East.
- Engaged with ActionAid International's strategic and rights based priorities including women's rights, the right to education, the right to food, the right to human security during conflicts and emergencies, the right to a life of dignity in the face of HIV and AIDS, and the right to just and democratic governance.
- Ensured that our experience has been effectively added to the overall understanding of development issues and contributed to the continuous improvement of the AAI network.
- Raised our annual income significantly by reflecting an Australian engagement in humanitarian and development issues and used the funding to build more just societies through acquiring ActionAid supporters, increasing the life time value of existing supporters and diversifying income sources.
- Run effective campaigns in Australia that are consistent with ActionAid International's campaign priorities.
- Developed a committed group of supporters campaigning to influence and change government policies, attitudes and practices in favour of poor and excluded people.
- Mobilised large numbers of young people to be active for change through the use of attractive communications that have a youthful look and feel.
- Developed a profile in Australia as an authority on international development issues with development actors such as the Australian Agency for International Development. Policy makers and opinion formers will seek our voice, which will gain validity from rigorous research, solid evidence, clear policy positions, our international identity and our solidarity with poor people.
- Worked with ActionAid International, affiliates, associates and country programs to reinforce our identity as a member of the network.
- Established an organisational culture that thrives on collaboration, commitment, and creativity providing an enriching environment for all staff members.

5. Our Goals and Actions

We will help achieve ActionAid International's mission in Australia through five equally important strategic goals.

Part One: Strategic Goals

1. Relationship Building and Human Rights

We will build our relationships within the AAI network and maximise the use of our expertise to enable poor and vulnerable people to claim their rights.

Program Support

Over the period of this strategy we will:

- 1.1 Integrate Austcare programs into AAI regional structures immediately following affiliation.
- 1.2 Build relationships with ActionAid country programs and access AusAID funding for four ActionAid programs by December 2010.
- 1.3 Outreach our expertise in project management to ActionAid country programs that express interest in accessing AusAID funding.
- 1.4 Ensure AusAID is informed of our actions and engaged in our transition to ActionAid Australia.
- 1.5 Develop an organisation-wide understanding of rights based approaches to poverty eradication and development and other core issues such as women's rights by December 2009.
- 1.6 Enhance our capacity to engage with all AAI international strategic and rights based priorities.
- 1.7 Engage in policy and programming dialogue to promote a rights-based, people driven approach to working with people with disabilities.
- 1.8 Mainstream mine action and prevention and reduction of armed violence into selected ActionAid policies, strategies, programs and training;
- 1.9 Advance good practice in mine action and prevention of armed violence through examining lessons learned (including by means of research, publications, guidelines and policy recommendations) and engaging in relevant networks to promote these aims in AAI.

Protection:

Over the period of this strategy we will:

- 1.10 Mainstream protection sensitive approaches to programming throughout AAI, strategies, policies and plans by December 2010.
- 1.11 Mobilise protection experts to boost the protection capacity of UN specialist agencies (and other mechanisms where appropriate) to gain access, assist, and address human rights concerns of refugees, displaced and local communities.
- 1.12 Contribute to AAI's work on the implementation of UN Security Council Resolutions 1325 and 1820 on Women, Peace and Security and strengthen alliances of groups working on violence against women.
- 1.13 Share and disseminate lessons learned from the protection program through the AAI network through the development of a relationship with the Impact Assessment and Shared Learning Network.
- 1.14 Initiate and actively contribute to action-research and policy development concerning protection, refugee, displacement and humanitarian issues through our role as Chair of the ACFID Protection Working Group.
- 1.15 Diversify the funding base for our Global Protection Program to increase the size and scope of the Program.
- 1.16 Establish ActionAid as a leader in the humanitarian community in Australia through our engagement through the AusAID Periodic Funding Agreement and involvement in the Humanitarian Reference Group, which is an Advisory Council to ACFID.
- 1.17 Increase our involvement in the AAI International Emergencies and Conflict Team (IECT) through training, knowledge sharing and involvement in global emergency responses

2. Increasing Income and Enhancing Communication

We will position ourselves to become a substantial contributor to the AAI fundraising and communications network by increasing our unrestricted and restricted income and enhancing the quality of our communication.

Over the period of this strategy:

- 2.1 Our core income from non-government donors (excluding emergency related income) will be increased to at least \$2.2 million per year, from a current figure of \$ 2 million per year, by December 2010.
- 2.2 At least 80% of public funds raised will be unrestricted and we will develop a balanced product portfolio targeting high potential market segments that maximises the return on investment.
- 2.3 Our income from institutional donors (excluding emergency related income) will be increased to \$7.5 million per year, from a current figure of \$6 million per year, by December 2010.

We will develop communications tools that enable us to better engage with the 20-35 age group and broader social movements to mobilise them in our campaigning by the end of 2010.

We will establish consistent communications approaches that are used throughout the organisation by the end of 2009.

3. Campaigning Leading to Policy Change

We will engage in campaigns which influence the opinions of the Australian people and lead to policy changes that enhance poor and excluded people's ability to claim their rights.

Over the period of this strategy we will:

- 1.1 Use our capacity to influence policy positions that promote the achievement of AAI's mission.
- 1.2 Engage in the AAI Hunger Free Campaign by influencing the Australian Government's policy on the food crisis.
- 1.3 Produce an annual review that focuses on lessons learned and good practice in our thematic areas.

Part Two: Organisational Development

4. Enhancing our Governance Arrangements

We will strengthen our governance arrangements, including the development of risk management processes across the organization to enhance our accountability to poor people, donors and other partners.

Over the period of this strategy:

- 4.1 We will develop risk management processes that cut across the organisation by June 2009.
- 4.2 The membership will approve and review the new Constitution before April 2009.
- 4.3 We will review our Governance Manual to reflect good practice and AAI requirements by December 2009.
- 4.4 We will undergo an annual governance review as per AAI's Accountability, Learning and Planning System (ALPS).
- 4.5 We will comply with the necessary AAI agreements, policies and systems, including ALPS.
- 4.6 Link our management processes and systems with AAI's and train staff in the use of those processes and systems by December 2010.
- 4.7 ActionAid will be established as the successor organisation to Austcare in the relevant legal instruments, accreditations and codes of conduct.
- 4.8 ActionAid accreditation with AusAID will be successfully renewed in 2010.

5. Building our Culture and Identity

We will attract, develop and retain a high quality, balanced workforce and develop a performance oriented learning environment through a culture that enables creativity, collaboration and commitment to flourish.

Over the period of this strategy we will:

- 5.1 Develop a staff development plan that provides training, coaching, and mentoring support to board members and staff to promote the integration of Austcare into AAI.
- 5.2 Achieve a high quality, balanced workforce who are able to reflect, learn and grow within the AAI network.
- 5.3 Align the culture and identity of the Board and staff with the AAI culture and identity.
- 5.4 Develop a performance orientated learning environment through a culture that enables creativity, collaboration and commitment to flourish whilst maximising the development and learning opportunities for board, staff members and volunteers.

6. Review of Strategy

ActionAid's Accountability, Learning and Planning System (ALPS) requires us to carry out an independent review of our work at the end of the strategy in 2011. During 2011, we will review Rights to End Poverty and this review will help us to assess the progress the organisation has made and the impact we have had. The process will help us to increase our accountability and learning and women's rights issues will be central to this review.

The purpose of the review will be to assess our achievements against the goals and strategic objectives set out in Rights to End Poverty. It will take a broad look at what we have achieved (or failed to achieve) through our actions. The review will also explore how ActionAid is currently positioned compared to other actors working on rights and development and where appropriate, comparisons will be made with, and lessons drawn from, the performance of other internationally focused Australian NGOs.

Addendum

(Endorsed by the Board of Directors in April 2011)

ACTIONAID AUSTRALIA PROGRAM GUIDANCE NOTE 2011

INTRODUCTION

The current ActionAid Australia transitional strategy, Rights to End Poverty, was approved by the Austcare Board in December 2008. The strategy was designed to guide the transition of Austcare to ActionAid from 2009-2010 and came into effect from 1 January 2009 when it replaced the final Austcare Strategy, “Building Human Security Together 2007 - 2012”.

When the transitional strategy was developed in early 2009 Austcare was building its understanding of ActionAid having become an Associate member some 15 months earlier.

The Austcare Board decided that the transitional strategy should focus on top line goals and objectives to enable AAA to transition whilst we were learning from AAI and AAI was learning from us. Additional levels of complexity were evident concerning the future of the Austcare programs in Indonesia, the Occupied Palestine Territories and Timor-Leste whilst the Austcare Cambodia Program was merging with the ActionAid Cambodia Program. Moreover there was widespread interest from AAI in adopting Austcare’s emerging community based approach to protection.

Whilst the top line strategic goals of the transitional strategy remain relevant there is a need to provide additional strategic guidance for program work for 2011. This guidance will assist the thinking and positioning of the organisation as it enters a period of reflection and creativity that will culminate with the development of the ActionAid Australia Country Strategy Paper for 2012-2017. This guidance will supplement the AAA Transitional Strategy, Rights to End Poverty 2009- 2011, and the 2011 Work Plan.

2. Program Guidance

Goal one of the transition strategy is relationship building and claiming human rights which commits the organisation to building *our relationships within the AAI network and maximising the use of our expertise to enable poor and vulnerable people to claim their rights*. The projects that have been developed to achieve this goal throughout 2011 will be shaped by the following guiding principles and objectives:

Guiding principles

This guidance will be responsive to ActionAid Australia's transitional strategy and the global and local development agenda.

ActionAid Australia will incorporate the human rights based approach framework into its programming. Wherever possible ActionAid Australia will help build capacity within the organization to implement Action Aid's approach to rights based programming to redress the power imbalances that deny poor and excluded people their right to live and thrive in a world without poverty and injustice.

To facilitate quality programming and help partners achieve social change, ActionAid Australia will actively engage with programme functions in ActionAid International including IASL, women's rights, food security and the International Emergencies and Conflict Team (IECT).

Guided by the priorities in this program strategy, ActionAid Australia will engage with and learn from the Australian development community. Informed by experiences from the field, ActionAid Australia will promote the voices and positions of the poor and excluded within the development discourse within Australian. We will develop and implement systems and procedures to ensure AusAID and ACFID standards are reflected in our programming procedures and practices.

Objectives:

1. To strengthen civil society engagement in the provision and/or advocacy for services to vulnerable populations in Asia.

There is a wide gulf in ActionAid International's global reach and the application of its politics due to limited engagement in West Asia other than the work of AAA and ActionAid Denmark (AAD) who have been managing programs in the region for a number of years.

AAA has been operating a programme in Indonesia since the Indian Ocean Tsunami devastated Aceh in 2004. This support has grown and partnerships have been developed with government and civil society. A new MoU has been signed between AAA and the Government of Indonesia that enables AAA to work in Indonesia for the next three years.

As part as a part of the transition to AAA, we have been outreaching the need for AAI to enhance our engagement with community based organisations civil society in the Pacific. AAA partnered with AAI to conduct a major research project to analyse the challenges and injustices experienced by women as a result of climate change. This research will provide the foundation for how ActionAid could work in solidarity with marginalised and excluded people in the region.

In 2011, ActionAid Australia will consolidate and expand our civil society strengthening programs in Asia and engage ActionAid International in these efforts through the following projects:

- Production and dissemination of report outlining future course of action AAI in Indonesia
- Establishment of MOU with ActionAid Denmark and ActionAid Australia for oPt.
- Development of country strategies for Opt/Indonesia based on AAI/AAA Strategic Plan
- Production and dissemination of a research paper on “Women and climate change in Melanesia”
- Track and identify funding opportunities for CSO related work in other ActionAid country programs in Asia including Vietnam, Cambodia and Myanmar

Objective 2: To build resilience of communities most vulnerable to food insecurity in Africa

Shocks resulting from rising food prices, increased fuel costs, climate change and the global financial crisis has worsened the food security situation in Africa. Sustainable agriculture and improved food security is fundamental to the achievement of MDG 1; the eradication of extreme poverty and hunger and are key to ActionAid International’s “Hunger Free” campaign.

ActionAid Australia will support ActionAid partners in Africa to increase sustainable agriculture and agriculture production, improve market functioning for the poor and build community resilience to multiple shocks through the following projects:

- Consolidate AACES design and provide management support to ActionAid Uganda, Action Aid Kenya and the regional office
- Maximise the financial support ActionAid Australia can provide to ActionAid Kenya, ActionAid Uganda and ActionAid Zimbabwe to secure funding for Food/livelihood related programming (including in times of conflict and disasters) either via institutional funding (AusAID) or private donors
- Use the experiences within the AACES program to assist with food rights campaigns and media initiatives implemented within ActionAid Australia and ActionAid International
- Track and identify funding opportunities for other food rights related work, including the effect of climate change in Asia/Pacific.

Objective 3: To maximise accountability to rights holders and donors

The Accountability, learning and Planning System (ALPS) has been widely used in ActionAid programs to embed the voices and experiences of rightsholders in our programs and organizational planning.

A recent review of monitoring and evaluation in ActionAid International highlighted the need to extend reflective practices to capture achievements within each area of our theory of change, which in turn would allow us to be more accountable to rights holders and donors alike. The review highlighted the need for strong participatory baselines and having monitoring and evaluation indicators in place for our interventions to capture changes.

To ensure that throughout 2011, all existing AusAID, Priority Projects and High Value projects are managed and implemented in accordance with our obligations to rights holders and donors, we will undertake the following projects:

- Complete the programs handbook reflecting our rights based programming approach and implement the ensuing work processes and systems throughout AAA by June 2011.
- Share accountability tools and systems with ActionAid Country Offices and AAI to enable the strongest possible concept notes and designs are submitted to institutional and private donors in 2011.
- Develop a monitoring and evaluation framework that is consistent with the AAI monitoring and evaluation framework that is being developed.
- Wherever possible support AAI's work on monitoring and evaluation, for example as in Kenya and Uganda under the AACES program.
- Develop and utilise a programs data-base

Objective 4: To provide technical and financial support to ActionAid International's humanitarian and emergency work emphasising the building of knowledge and capacity in community based protection.

ActionAid International, under the guidance of the Global Protection Advisor based in ActionAid Australia, developed the "Safety with Dignity " manual to assist ActionAid Affiliates, Associates, Country Programs and their partners to encourage affected communities to identify, analyse and prioritise the protection problems they experience, and bring them to the attention of external actors and protection advisors. The following projects will strengthen ActionAid's capacity to incorporate community based protection in its work.

- Train ActionAid Country staff in 5 countries in community based protection including AAA program staff
- Identify and develop relationships with key AAI staff to outreach AAA's technical capacity in community based protection
- Identify and access Australian and other funding support for community based protection activities across AAI
- Continue to build our links with the IECT and support their work

Objective 5: To strengthen and diversify our funding base to support ActionAid Australia programs and ActionAid country programs

The AAA fundraising strategy for institutional income is focused on maximising the income from our partnership with the Australian Agency for International Development (AusAID). We are not limiting the amount of funds that we access from AusAID, instead preferring to increase the percentage of our overall income that we derive from public fundraising which will decrease our reliance on AusAID income over time.

We currently have major AusAID supported projects in Cambodia and the OPT, and are in the design phase for a major project in partnership with AA Kenya and AA Uganda. Throughout 2011 we will aim to access additional cooperation agreements in partnership with AAI Affiliates, Associates and country programs in the region as well as accessing all available emergency income to finance our organisational commitment to working with rights holders affected by conflicts and disasters.

We will communicate our good work to build our profile, link with the communications/media team for lobby/policy advocacy purposes and contribute to fundraising efforts.

Projects to achieve this objective are:

- To strengthen and diversify the funding base for Asia to include institutional, unrestricted trusts, foundations, and major gifts from Australia
- Focus on AAA support for child sponsorship links in Cambodia, Uganda and other countries agreed with AAI by June 2011.
- Increase the number of high value projects to support ActionAid Australia or ActionAid country programs
- Increased accountability of public raised funds by following the programs handbook

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