

A smiling woman with short brown hair, wearing a white dress with a colorful circular pattern, stands in front of a lush green tree. The image is the background for the entire page.

Power in People
act:onaid

ActionAid Netherlands
Annual report 2017

ActionAid Netherlands is part of the global ActionAid federation. This is a leading international organisation working in over 45 countries with communities and local organisations, supporting them to claim their rights and build a life without poverty and injustice. With our grassroots experience, we demand progress from those in power at local, national and international levels to build lasting change.

ActionAid Netherlands Annual Report 2017

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Cover photo: Mary Mulwa from Isiolo, Kenya, showing the mangos from her tree nursery. Mary is a member of the Bidi Farmers Group and a successful entrepreneur. People from across the region buy trees from Mary's nursery to plant on their dry lands, mitigating the effects of climate change and allowing them to continue their farming.

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Sabita Rani from Bangladesh undertook training with ActionAid and then led her community in responding to emergencies, like the cyclone in 2013 and the floods in September 2017.



INTRODUCTION

In this annual report, we will reflect on 2017. We will tell you about our successes, our failures and our learnings, and about our finances, our governance and our plans.

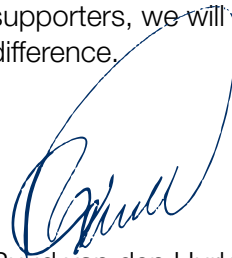
While the discussion about fake news is occupying the media, I am happy to present you with some factual news about our work in this report. Let me quickly highlight some of our work in 2017. With our support, local women in Limpopo, South Africa succeeded in halting coal extraction that would have a devastating impact on their environment and livelihoods. The same was accomplished in Zimbabwe, where a government-owned mining corporation was prevented by villagers from operating without the required Environmental Impact Assessment. This struggle went all the way to the Zimbabwean High Court, which ruled that mining operations in Marange should stop immediately.

We not only work with southern partners and communities, we also campaign and lobby in the Netherlands and Europe to change policies and legislation that are detrimental to people in the Global South. Often we feel that changing policies requires awareness and public pressure. In November, ActionAid organised the Coal Cruise in the port of Amsterdam. Together with a selected audience of political parties, peer organisations, media representatives and direct stakeholders and against a backdrop of huge coal mountains, we discussed the need to ensure that the coal chain is free from human rights violations. A special role was allocated to a member of a South African community that endures the hardships caused by coal mining every day. Her personal story vividly painted the need for a sustainable and fair transition of our energy supply.

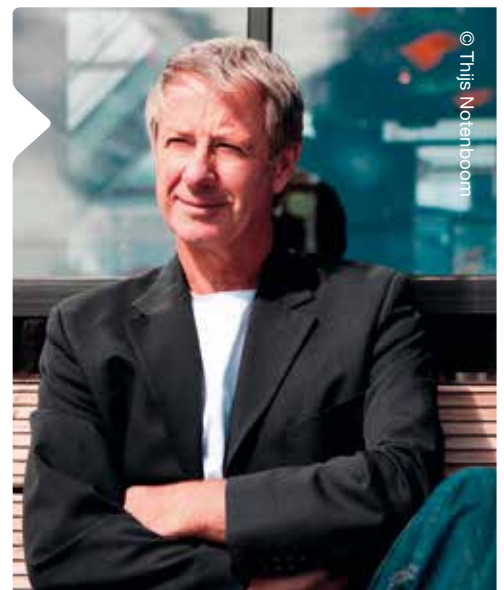
2017 was also the year in which ActionAid once again was made painfully aware of the risks enshrined in our line of work. In September our office in Uganda was raided by police. It was a clear act of intimidation to shrink the democratic space of peaceful citizens engaging in matters that impact on their lives and rights. Unfortunately, this is not an isolated case. In fact, we recognise a pattern of broader efforts by states to further shrink the space for social justice organisations like ActionAid. This does not discourage us, in fact it strengthens us in our conviction that amplifying concerns of citizens and holding states to account is right.

In 2018 we will build on our successes and intensify our efforts to become an organisation that is known for its bold but rooted approach to bringing about social justice. We will particularly focus on the rights of women – as we all recognise that equal rights for women and girls is a far cry from reality. We look forward to launching a public campaign to increase ActionAid's visibility. 2018 will also see changes in our governance. ActionAid will be saying goodbye to our much valued Chair of the Board Ingrid Roestenburg-Morgan. She will retire in the summer. A recruitment process for her successor is well underway at the time of writing this report.

We look forward to an exciting new year. It is a privilege to lead this organisation and I would like to thank all our partners, volunteers, staff and trustees for their commitment. Together with our dedicated supporters, we will continue making a lasting difference.



Ruud van den Hurk
Executive Director



KEY HIGHLIGHTS

- At the beginning of 2017, ActionAid campaigned for **safer cities for women**. With the help of our supporters, we were able to set up 50 community centres in Kenya to help survivors of violence and provide them with legal and medical assistance.
- In March, together with 20,000 others, we **campaigning for equal rights for women** during the Women's March in Amsterdam. We send out a special appeal which helped us support more initiatives of female human rights defenders.
- In June, together with Tax Justice and Foundation Max van der Stoel, we set up **a pop-up tax haven** opposite the Dutch parliament in The Hague. Several members of parliament supported our call for stricter measures against tax avoidance at the expense of developing countries.
- This summer **we celebrated two big wins over coal mining companies**. In both South Africa and Zimbabwe, local communities called them to a halt. The mining activities weight heavily on both the local people and the environment. With ActionAid's support, local community groups successfully campaigned against their operations.
- In August, the Supreme Court in Bangladesh ruled that **factories were banned in a radius of 10 kilometres around the protected mangrove forests**, which many people depend on. A big win for our local partner organisations, who worked tirelessly to achieve this.
- The famine in Africa persisted. With your support, **we were able to provide assistance to more than 260,000 people in Ethiopia, Kenya and Somaliland**. Not only with food and water, but also with sustainable agricultural training and climate-proof farming to help prevent new crises.
- South East Asia was hit by heavy flooding. Thanks to donations to the ActionAid emergency fund, we were able to take **immediate action and help more than 14,000 people**. Local women led the emergency action.
- In November we **highlighted the harmful impact of mining on people and the environment through the Coal Cruise**. Lorainne Kakaza, from ActionAid's partner organisation in South Africa, explained what it's like to live next to a coal mine. She showed the importance of a fast, sustainable energy transition.
- We also took **action for Rohingya refugees in Bangladesh**. By the end of 2017, ActionAid Bangladesh had been able to help more than 50,000 refugees. Thousands of girls and women found a safe haven in our Women Safe Spaces.

1 | BOARD REPORT

1.1 | ABOUT ACTIONAID

ActionAid International is a global federation with a vision of a just, equitable and sustainable world. A world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression.


Today ActionAid works with 15 million people in over 45 countries, with a Secretariat based in Johannesburg. Each ActionAid International member country has expertise and experience to contribute to the federation's strategy. Together we work in over 2,000 communities worldwide, partnering with local groups and social movements. We focus on the root causes of inequality and bring evidence from the ground to campaign for lasting change. When change is led by active, informed and organised people, it can transform power.

ActionAid in the Netherlands has its roots in the former anti-apartheid movement. After apartheid was abolished, three streams of this movement merged to form NiZA, the Netherlands Institute

for Southern Africa. NiZA focused particularly on freedom of expression, democratisation and economic justice in Southern Africa. Our rootedness in local communities, combined with a strong government network in the Netherlands, proved to be of great value to the ActionAid Federation, which we formally joined in 2012.

Strategy

It is our ambition to fight poverty and injustice and to be a powerful force for change. We have chosen to do this by focusing on the rights of women. In 2017, we launched a new ten-year strategy: Change the rules for a just and sustainable world. Our four strategic priorities are:



Wangu Kanja from Kenya is founder of the Wangu Kanja Foundation, an ActionAid partner organisation. She is a former survivor of sexual violence and now helps others turn their fear into courage.

1. **Women's Rights** - Addressing violence against women and securing women's economic justice
2. **Good governance** - Ensuring states provide quality public services for all
3. **Sustainable earth** - Strengthening resilient livelihoods and securing climate justice
4. **Emergencies** - Advancing women-led emergency preparedness, prevention and response

At ActionAid, we have specific expertise on the issues of land rights, food security, tax justice, corporate accountability and natural resources. These areas are featured across all four priorities, but are most strongly represented in priority three.

ActionAid is proud to be a member of the ActionAid International Federation. We will support the federation in three ways:

1. Supporting programmes in the South by (1) mobilising resources – raising funds through investment and innovation; and (2) mutual capacity building – exchanging skills and knowledge by linking community organisations across borders from the local to international level.

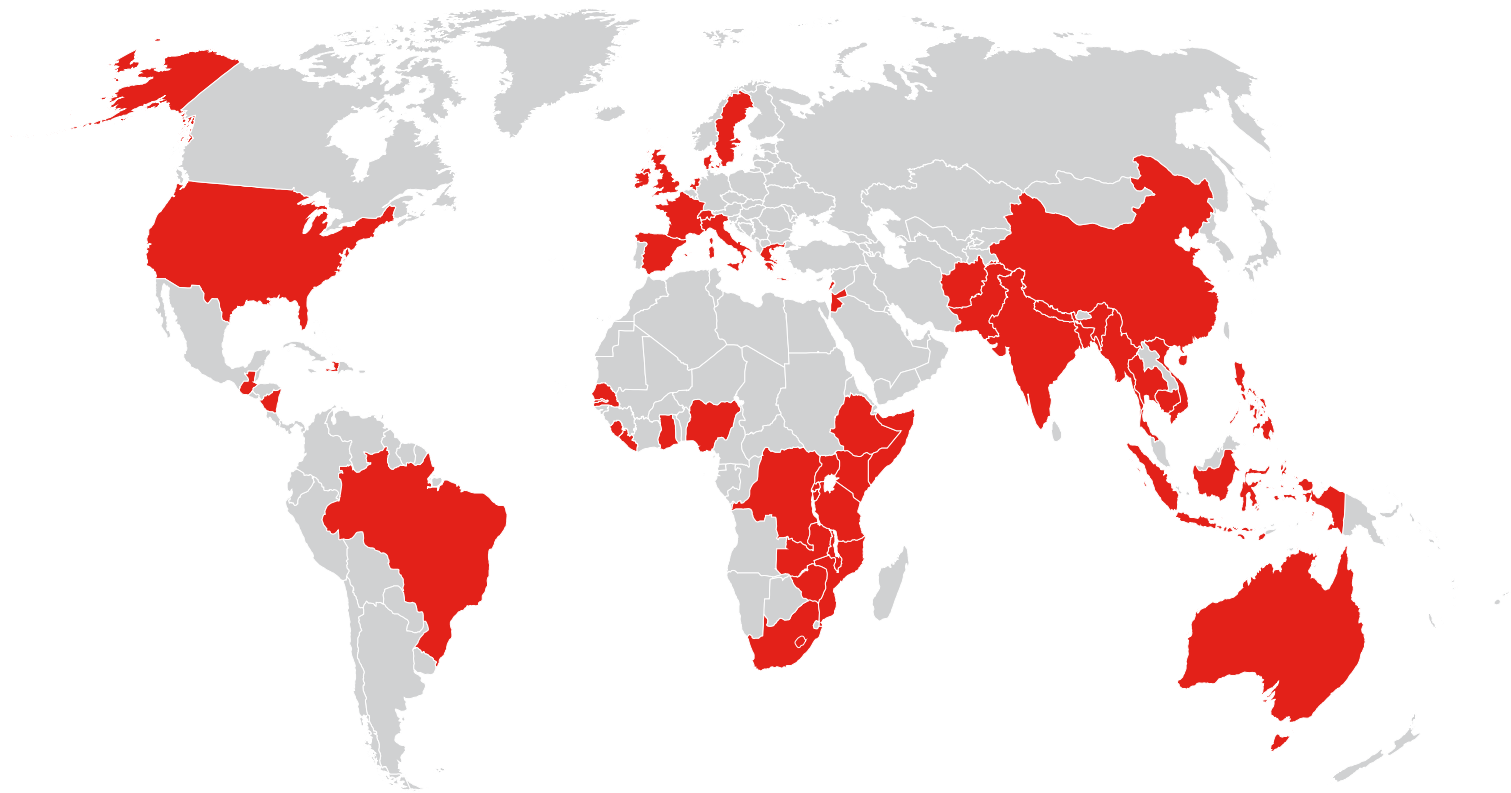
2. Policy influencing and campaigning through community-based action research, publishing reports and engaging in dialogue with corporate and political stakeholders in the Netherlands and Europe (and occasionally beyond) to address direct and indirect impacts of their decision-making on people's livelihoods and opportunities in the global South.
3. Mobilising and uniting Dutch citizens to speak out against poverty and inequality. By linking issues faced both in the South and the North, creating a common cause and clear calls-to-action, we build a movement of people that use their joint power as consumers, voters, campaigners and supporters to fight for a just and sustainable world.

How we work

ActionAid uses a Human Rights Based Approach which is developed from the understanding that poverty and inequality arise because of the marginalisation and discrimination associated with human rights violations. It requires a people-centred approach that supports those living in poverty to become aware of their rights, organise themselves to claim these rights, and hold duty bearers to account. We believe that people living in poverty



Mary Oware is farmer in Yala, Kenya, an area that has suffered from the presence of US company Dominion Farms. Until recently it seemed that the interests of poor farmers were not being considered, but constant ActionAid support is now producing results.



and exclusion in the global South must be central in driving social change.

In our local programming, we put women at the heart of what we do because we believe no country can really succeed when half its citizens are denied their rights. All around the world women have less social, economic and political power. With our new strategy, ActionAid will fight for social justice through the economic and political empowerment of women. We stand with the courageous women speaking out for change in their communities, as well as backing the grassroots organisations they lead.

With a long-term presence in over 45 countries, ActionAid International has strong relationships with communities and local organisations. Projects are always coordinated by the local ActionAid office and implemented by local partners and community cooperatives. In this way we make use of local knowledge and experience. When issues need to be addressed on a global level, we collect evidence and bring community voices to international arenas where decisions are made. We also create public pressure where needed to hold our governments to account and to push for respect, protection and fulfilment of human rights.

Where we work

ActionAid International is a democratic federation, collectively governed by all its members. We believe

the people whose lives are affected by our work, should decide how we are run. Our head office is in Johannesburg. We were the first international development organisation with a head office based in Africa. We have 48 offices across Africa, Asia, the Americas and Europe and are known for our strong roots in local communities. In 2017, the ActionAid Netherlands office worked directly with partners in Bangladesh, Brazil, Cambodia, Democratic Republic of Congo, Kenya, Liberia, Malawi, Mozambique, Nigeria, Senegal, Sierra Leone, Somaliland, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

1.2.1. | WOMEN'S RIGHTS - ADDRESSING VIOLENCE AGAINST WOMEN AND SECURING WOMEN'S ECONOMIC JUSTICE



Equal rights for women and girls are still far from a reality. On a daily basis, millions of women around the world experience **inequality, abuse and violence**.

They are forced to live in poverty, denied access to resources and land that can significantly help them improve their livelihoods. At the same time, women are also powerful drivers of change. That's why we support women to join forces and claim their rights. Women's rights are at the centre of all our work and campaigns. Our three focus areas are: (1) economic empowerment, (2) equal participation in society and (3) ending violence against women and girls.

Economic empowerment

ActionAid campaigns with women for opportunities and public services that equally benefit men and women and for a fairer division of unpaid care work.

ActionAid also supports women farmers to start up and lead collectives so they can earn a better living.

- In Liberia, ActionAid started a new project called Building Better Futures through ICT and Agriculture for Urban Youth. The project supports young people (particularly young women) to establish sustainable, social enterprises and improves their food security. Since the start of the project in 2017, five agricultural youth lead social enterprises were established. Over five hundred youth from different socio-economic backgrounds have been mobilised to engage with government ministries, other youth groups and the private agricultural sector.



In October 2017, participants of the Building Better Futures programme in Liberia went on a field visit to various agricultural farms, to learn skills and to connect with successful self-build agrarian entrepreneurs.

- In October 2016, ActionAid International organised a mass campaign in Tanzania, mobilising 5,000 women from 12 African countries to demand light rights for women. The Women2Kilimanjaro campaign, inspired women farmers across Africa and led to commitments from the African Union and the United Nations. In 2017 we built on this momentum with follow-up activities in several countries (see chapter 1.3). In the Netherlands we facilitated the establishment of a special Women's Land Rights Programme with the Ministry of Foreign Affairs, LandAc, Oxfam, Both Ends and secured €50,000 for follow-up of Women2Kilimanjaro activities for ActionAid Kenya. One of these activities included pressure on the governor in the Yala Swamp region, who had pledged to safeguard women's land rights during the campaign. ActionAid supported local women from Yala to make the governor hold his promise and revoke the licence for a company endangering women farmers' livelihoods. The governor agreed to make the company leave the Swamp as soon as their lease expires. After a national assembly held by ActionAid, more leaders have come out against the company, which is now struggling to cope with the building pressure. A big win for the Women's Group in Yala.

Equal participation in society

From local households to national governments, too often women are not involved in decisions that affect their lives. As a result, policies and legislation do not properly address women's specific needs. Securing women's rights starts with their participation in decision making and enabling their leadership.

In January, during the Fight Inequality week of action, we launched our report *Shifting Power*. We found that when women take collective action, they feel better equipped to address inequalities within their families and communities. This process is often accelerated for women whose first meetings are around income-generating activities, and we have identified that women who are economically autonomous tend to be more involved in organising. The report was well received internationally and received media attention in the Netherlands as well, particularly with women's magazines who picked up on some of the strong statistics.

- In Brazil, ActionAid started its first phase Urban 95++ project (referring to the height of a three

year old). With this project, we aim to address the marginal living conditions of citizens – particularly women and youth – in the slums of Recife. We formed the Ciranda alliance, through which community members receive training, support and tools to hold local authorities to account for the provision of public services. An important accomplishment in 2017 was the establishment of the Small Projects Fund. This fund supports projects initiated by community members, ranging from playgrounds for mothers and children to workshops on preventing and coping with teenage pregnancies. Our partners are now helping 250 children in four communities with their activities. Media exposure through Favela News and social channels reached over 100,000 people. Moreover, engagement with the municipality has led to a revision of the city's master plan to incorporate mother's views and foster initiatives for better early childhood development.

- 11 March 2017 was a big day all over the world. Women's Marches were held across the globe and ActionAid participated in the Women's March in Amsterdam, standing up for compassion, diversity and equal rights for everyone. We called on our supporters to join the movement and



In March ActionAid took part in the Women's March in Amsterdam, standing up for compassion, diversity and equal rights for everyone.

follow ActionAid's work and raised awareness of the need for international cooperation and support for human rights defenders, particularly women. Behind the scenes, ActionAid's policy team made use of the Dutch election's formation and budgeting cycle to raise awareness on these issues. As a result of our joint policy influencing, we were happy to see that women's rights are now more strongly reflected in the last development budget. Parliament adopted a motion that calls for an overarching gender policy to their foreign policies and Women's Rights are now firmly included in the Corporate Social Responsibility sector covenants (for instance on clean clothes, mining and others).

Ending violence against women and girls

One in three women will experience physical or sexual violence in her lifetime. ActionAid helps women and girls all over the world to tackle violence and stand up for their rights. We provide services and demand justice for survivors of violence, and support programmes to empower women.

- In 2017, ActionAid continued its campaign demanding Safe Cities for Women. With the support of our donors, we were able to support partner organisations like the Wangu Kanja Foundation in Kenya. ActionAid provided co-funding for the establishment of fifty community centres for survivors of (sexual) violence. The centre provides legal, psychological and

Beatrice straps her 18-month-old daughter Queen to her while farming her garden.



Farming schemes feed the family

ActionAid's cooperative farming schemes provides a lifeline to some of the most vulnerable women in Rwanda. Single mum-of-two Beatrice, orphaned by the genocide, was made a slave by her uncle and cast out when she was pregnant, with no means to survive.

'When I joined the cooperative I was given a cow and seeds to plant vegetables and herbs. The cow means I have fertiliser for my garden and my children always have milk. We sell the rest.'

For everything the women sell, they put a percentage back into the communal fund. This means everyone can get food when they need it. They have built a self-sustaining business, where women stand strong together.

As Beatrice says: 'I know my rights now. For example if cows come and eat my crops, I can report the owner to the local authority even if they [the owner] are a man.'

medical assistance to survivors and works on violence prevention and economic empowerment of women.

- In Sierra Leone, ActionAid finalised its two-year education project in Kono District. During the course of the project, ActionAid supported the establishment of three Girls Clubs where girls can discuss any problems or concerns that they may have and share their experiences in a safe and welcoming environment. These clubs are led by teachers or by local ActionAid workers who understand the issues that the girls face. At the clubs, girls learn about early child marriage, early pregnancy and harmful traditional practices like female genital mutilation (FGM). Girls also learn how to demand their rights, including their right to education, their right to have control over their own bodies and their right to education. Most of all, the girls learn that they can create a better future for themselves. As a result of the project activities in Kono, 10 girls who dropped out of school, due to abuse or neglect, early marriage or teenage pregnancy, have returned to school in their respective communities.

Ending violence against women and girls is a priority for the ActionAid Federation. In the Netherlands, ActionAid's direct support to violence prevention programmes is limited, but we are supporting grassroots organisations and strengthening women's economic and political position to help put an end to violence against women and girls.

Lessons learned

- In the Netherlands, we have seen a great momentum in women and men standing up for women's rights and gender equality across the world, from the global Women's Marches to the growing number of prominent figures that have spoken out as women's rights defenders. ActionAid has been participating in this growing movement and found that our work with women groups, our reports and our voice are now more relevant than ever. We will build on this work in 2018 and expand our reputation as a strong voice on the rights of women.
- In Brazil, the Small Projects Fund is now set up and functioning, but reading and writing still proves to be a great barrier to the communities in submitting project proposals. Also, they often fear they are not able to manage the resources. Because of this, we will carry out training in project management in 2018.
- In Liberia, our project has built on lessons learnt from other youth-led enterprises engaged in agriculture activities that use ICT platforms to promote their businesses, connecting them to more consumers and organisations. In so doing, the project has learned the value of partnering with the organisations engaged in farming and food processing which are now providing real time technical support to beneficiaries.

FEDERATION-WIDE

More than **30,000 women** in 16 countries reported increased control over income and greater household negotiating power.

Over **600 community driven interventions** in 17 countries were made to protect women and girls from harmful traditional practices.

Over **400,000 women** in 27 countries were mobilised to challenge violence against women and girls.

250876 girls completed primary education and transferred to secondary education in 10 countries

95722 women in 25 countries participated in organised income generation activities

1.2.2. | GOOD GOVERNANCE - ENSURING STATES PROVIDE QUALITY PUBLIC SERVICES FOR ALL



Tax avoidance and unfair trade and investments condemn millions of people to a life of poverty. ActionAid is committed to **fair policy and regulations** that protect the rights and promote the interests of people living in poverty.

We campaign worldwide to bring an end to tax avoidance by multinationals, and ensure fair business and government policies in favour of equal rights and opportunities for women and men.

Inequality

Eighty-two per cent of the wealth generated in 2017 went to the richest 1% of the global population, while the 3.7 billion people who make up the poorest half of the world saw no increase in their wealth. Wealth is increasingly concentrated in the hands of a few, who can use it to capture disproportionate power to shape the future. The widening gap between the richest and poorest is damaging economies and pushing more people into poverty.

- We believe that Sustainable Development Goals (SDGs) are a key tool in ending poverty and gender inequality. That's why ActionAid joined the initiative Adopt an SDG, which aims to raise awareness amongst members of parliament. Those members of parliament who joined the initiative had to 'adopt' one (or two) of the 17 Goals. Civil society organisations are responsible for the monitoring of their progress. ActionAid monitors SDG 1 (ending poverty) and SDG 5 (gender equality). This awareness in parliament is necessary because the Netherlands faces some challenges in achieving the SDGs before 2030. Particularly, in terms of inequality, fiscal policy and the energy transition. Within this campaign we emphasise the challenges women and communities face in accessing and controlling over natural resources.

Tax justice

Tax is a powerful redistribution tool of global wealth. It funds schools, hospitals and infrastructure. We all pay tax, but big companies are still not paying their fair share. Developing countries are hit hardest.

These countries lose out on an estimated 200 billion dollars a year because of corporate tax avoidance. This huge loss means governments cannot provide vital public services to their citizens, resulting in further suffering for the world's poorest people.

- In order to influence the debate on tax avoidance, the ActionAid federation organised the Tax Justice for Women's Rights Global Days of Action. Together with activists from more than 35 countries, we called on governments to protect women's rights by taking action for fair taxation. We successfully engaged with the Dutch delegation at the UN Conference on the Status of Women in New York. Thanks to joined-up lobbying, there is now a crucial policy guideline on taxes in the final text of the conference that takes women's rights into account. This is a prerequisite for achieving better public services for women and children. Provisions such as safe public transport, good healthcare, clean water, but also equal economic opportunities through, for example, free childcare.
- In the Netherlands, ActionAid co-developed a factsheet on Tax Justice that we distributed amongst parliamentarians and media. We also organised a tax haven stunt in front of parliament at the time the dividend tax debate was happening. This received good coverage in three national newspapers. Together with the Tax Justice Network we organised a surprise Make Tax Fair flash mob stunt in parliament to protest against the new government's highly controversial plans to scrap the Dutch dividend tax. Behind the scenes, ActionAid took the lead on tax treaties between the Netherlands and developing countries. Right now, these tax treaties are far from fair and allow for tax loopholes that multinational companies use to avoid paying taxes. When the new tax treaty

In June we organised a pop-up tax paradise in front of the parliament in The Hague.



with Zambia was presented in parliament for ratification, ActionAid produced a detailed policy brief to show the revised tax treaty was still falling short and advised the members of parliament to vote against ratification in its current form. Based on ActionAid's input there was a debate in parliament, and though the treaty did get ratified, we did achieve agreement that any new treaties will be up for greater scrutiny by the parliament.

- In the global South, ActionAid worked directly with communities in Zimbabwe, Zambia and Uganda to raise awareness about the importance of tax justice, particularly for women. In Zimbabwe, we organised training for women's forums in four districts (Marange, Chipinge, Buhera and Chimanimani). The women now have a better understanding of the gaps in the country's budget planning cycles, the impact on women's rights and how they can actively participate in these processes to ensure better budget allocation. In Zambia, we trained almost 100 local community representatives in the Mineral Value Chain Monitoring Project to be able to check if mining companies are engaging in tax avoidance. And in Uganda, ActionAid conducted a thorough analysis of the tax treaties signed by Uganda, pointing out existing flaws in the framework that require improvement.

Good governance and corporate accountability

A fair, accountable government is crucial to ending poverty and promoting human rights. Throughout the world, people's demand for democracy is growing as many suffer under oppressive regimes and leaders who are not held accountable. ActionAid supports people in holding their governments and corporates to account, in fighting for justice, ending discrimination and corruption, and taking control of the decisions that shape their lives.

- In 2017, we have seen increasing restrictions on the space for communities and civil society organisations (CSO) to lobby and advocate for good governance and corporate conduct. Many governments have adopted restrictive CSO laws, which have been used to intimidate CSOs and even force them to closed down. This happened in Uganda, where our office was raided by the police (see box).
- ActionAid supported the Uganda staff with solidarity actions on social media and diplomatic relations. We also supported the SPEAK initiative, a national and international campaign highlighting the issues of shrinking civic space. As a result, embassies, the Ministry of Foreign Affairs and institutions such as the Dutch development bank FMO have discussed the issue of shrinking space for specific countries, as well as proposals to address this issue.

- In 2017, ActionAid developed a scorecard for the VGGT (the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Forests and Fisheries that is widely endorsed by states). The scorecard is an evidence-based tool for local women and communities to hold their governments to account over safeguarding land rights. Governments and donor institutions carry the main responsibility to ensure that people's rights to land are respected, recognised and protected. The VGGT scorecard has already successfully been piloted in four countries, including Senegal, the Gambia, the Netherlands and Australia. The toolkit was launched at the African Union in November and was very well received.

Lessons learned

- The strategic response to the siege of our office in Uganda proved to be successful. It was a combination of open dialogue, legal steps, well timed PR and communications, solidarity actions and support from other ActionAid offices and NGOs that proved successful.
- An important lesson in developing the VGGT scorecard was that the engagements with the Dutch government during the process were valuable in raising awareness and increasing mutual understanding on how to implement the VGGTs.

FEDERATION-WIDE

Over **1,600 local governments** in 20 countries took steps to increase accountability to their communities.

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

187 initiatives in 11 countries were supported to establish accountability and community monitoring of unfair taxation practices.

18 countries saw youth mobilised through participation in Activista networks.



Hundreds of ActionAid employees, partners and beneficiaries demanded the unfreezing of the accounts.

ActionAid Uganda under siege

On Wednesday, 20 September 2017, approximately 20 police and state security officials entered the ActionAid Uganda head office in Kansanga, Kampala. All staff in the office were prevented from leaving for several hours as the police thoroughly searched the premises. They removed document and confiscated cell-phones and laptops of staff. After the raid, ActionAid Uganda's accounts were frozen for weeks in an attempt to block their operations.

ActionAid Uganda was targeted because it is a key player within a broader civil society coalition that was campaigning against the planned amendment of an article in the constitution that would scrap the presidential age limit. Civil society was calling on parliament to focus on the country's more pressing needs, such as corruption, poverty and inequality. ActionAid believes the raid and blocking of operations was yet another symptom of a much deeper attempt by the Ugandan government to shrink the space for all civil society to exercise their rights and demand accountability from their government. Unfortunately, this trend of increasingly authoritarian governments cracking down on organisations and movements demanding justice is not unique to Uganda, but is felt in many countries around the world.

In response to the siege in Uganda, hundreds of ActionAid employees, partners and beneficiaries joined together. ActionAid Netherlands, along with many other ActionAid countries, immediately alerted it's embassy who pressured the Ugandan government to stop the intimidation. ActionAid Uganda worked together with other INGOs, collected 17,000 signatures and went to the court building, demanding the unfreezing of the accounts. They also successfully raised funds and mobilised resources to continue is operations. We are proud to report their project and campaigning activities did not stop, not even for a day.

In 2018, ActionAid Uganda will organise safety and security training sessions for human rights defenders. The training will equip them with skills on protection and personal security. They will also share their learning and experience across the federation, so that other ActionAid offices will be better equipped to counter intimidation and oppression. By raising our collective voice across the world, we can send the message to all governments that civil society will not be silent in the face of repression.

1.2.3 | SUSTAINABLE EARTH - STRENGTHENING RESILIENT LIVELIHOODS AND SECURING CLIMATE JUSTICE



Every day, **one in eight people** in the world goes to bed hungry. Yet the world produces more than enough food for everybody.

Access to land, water and forests are key to providing food, decent livelihoods and a sustainable future for everybody. At ActionAid, we are tackling the root causes of hunger and ensuring people have rights to land and enough food to eat.

Land & food

Environmental pressures and increasing competition for natural resources mean that rural communities all over the world are being forced off their land. ActionAid stands up for the rights of rural women and smallholder farmers by helping them to hold governments, international organisations and corporations to account. We work with landless

women and men to help them secure control over their land so they can feed themselves, their families and their communities.

- In Bangladesh, ActionAid supported communities affected by land grabs and displacement, as they were threatened by large scale investments by a power plant. Some of these communities have raised their voices to claim adequate compensation and rehabilitation. ActionAid undertook various advocacy meetings between community representatives and the Bangladeshi government to address land rights issues and discuss current practices, laws and policies.



A big victory was celebrated in June, when women from a mining community in Limpopo, South Africa were able to stop the opening of the Boikarabelo coal mine. Francina Nkosi (second from right) says: 'As women we decided to come here together, because together we can achieve more. Women are the ones who are oppressed, being vocal shows that we are strong enough to stand our ground.'

In September the government amended a key law around land rights that included mechanisms for complaints from affected people and for seeking redress, especially on their right to land.

- In Uganda, we conducted several training sessions on non-violent activism for community activists against the background of the various land disputes in the region. Briefly after the training, a community living on the slopes of Mt. Elgon defended their 2500 hectares of land, which was re-categorised as part of the National Park by the Ministry of Lands Housing and Urban Development. The community demonstration paid off: the boundaries that had been drawn in 1983 separating the National Park and community land

were respected. Another community in Amuru was able to resist land grabbing by a major sugarcane multinational, again thanks to the training.

- Access to justice for people experiencing business-related human rights violations is a widespread and growing problem around the world. Complaints of human rights abuses committed by multinational businesses include land rights issues, pollution of water and land, forced labour, as well as poor safety standards. These international businesses remain largely outside the formal regulatory system of human rights law and some are taking advantage of these loopholes. Together with seven other



Lorraine Kakaza from a coal mining community in South Africa was one of the speakers during the Coal Cruise in the harbor of Amsterdam.

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‘We won our case in the High Court’

Lorraine Kakaza lives in a coal mining community in South Africa and is a member of Women Affected by Mining United in Action (WAMUA), one of ActionAid’s partners. She was one of the speakers during the Coal Cruise who had a profound impact on all participants. ‘Our life was good before the mine came,’ she said. ‘There was clean water and we were able to grow our own food. After the mine came, the water in the river got polluted, animals were dying and we could no longer use our land for agriculture. People were struggling with their health because of the air pollution and dust. When we voiced our protest, the police fired at us and arrested us. We took our case to court and we eventually won our case in the High Court, but we are yet to see clean and safe water.’

organisations, ActionAid launched a new report titled Removing Barriers to Justice which explains how a UN Treaty on business and human rights can help people experiencing human rights violations to claim their rights.

Fair mining

Many developing countries are rich in raw materials such as gold, diamonds or cobalt – resources that are used in our smart phones, tablets, electric cars and solar panels. Potentially a considerable source of income, but sadly not for local communities. People living around mines are often driven from their land to make space for mining operations. ActionAid works with affected communities to defend their rights and create policies and practices that do justice to people and environment.

- For more than a decade, communities in Chingola, Zambia, have been suffering from water pollution by the Konkoya copper mine. The toxic chemicals from the mining operations have seriously polluted the water and land. In 2015, the communities supported by ActionAid decided to claim their rights directly with the parent company Vedanta Resources, based in the United Kingdom. It became a legal tug of war for years. In October 2017, the court finally decided that the communities could indeed sue Vedanta. A first step towards justice, and clean land and water for these people in Zambia.
- ActionAid supports women in Kenya and South Africa in coal mining regions, to claim their right to food, water and a healthy environment. In 2017, two civil court cases against mining companies were filed in the South African Civil Court by women living in mining areas. In addition, ActionAid co-facilitated a mission between coal mining companies, South African and Dutch government officials, Dutch utility companies and a community member from South Africa, during which we advocated for responsibility in the coal supply chain. The recommendations were subsequently presented to policymakers.
- A big victory was celebrated in June, when women from a mining community in Limpopo, South Africa were able to stop the opening of the Boikarabelo coal mine. In 2016, ActionAid discovered that the Australian export credit agency Efic was considering financing a

controversial new coal mine in South Africa. It would have been disastrous for people in Limpopo and for the environment. With ActionAid's support, local women successfully campaigned against the opening of the mine in 2017. As a result, Efic withdrew their financing for the mine.

- In November ActionAid, together with Pax and Vice Versa, organised a unique kind of event: the Coal Cruise. During this boat ride, environmental NGOs, corporates, policy makers, media and representatives from the South visited hidden areas of the Amsterdam harbour, sailing past mountains of coal. The aim was to raise awareness of the social impacts of coal mining and show how social and green organisations need to work together towards a truly sustainable energy transition. Community member Lorraine Kakaza from South Africa spoke during the cruise and at Pakhuis de Zwijger about the negative impacts of coal mining in her community. The event was broadly picked up by the media and gave a big impetus to the debate about a just energy transition.
- In Zimbabwe ActionAid and partner organisation ZELA continued supporting human rights defenders and villagers against corporates and governments that violate their rights. ZELA lawyers provided assistance to human rights defenders and villagers, to jointly file a legal suit against diamond company ZCDC for operating without the required environmental impact assessment. This resulted in a landmark ruling of the Zimbabwe High Court halting the diamond mining operations in the affected area of Marange.

Climate change

ActionAid works with communities to help them dealing with climate-related disasters. We also support farmers across the world to cope with climate change by promoting new, sustainable farming methods, and urging worldwide action.

- Isiolo County is located in what is considered to be one of the driest zones of Kenya. Long drought periods constitute a serious and perennially prevalent problem for the local communities. Irrigation technologies have hardly been developed and techniques to



A new life for women farmers in Kenya

Mekelina Makario from Burat Ward (Isiolo, Kenya) is a happy mother. She is strong and optimistic and almost can't believe how her life has changed within a year.

The 33-year old farmer and mother of four, has struggled with farming for many years. Where she lives, the area is dry and rocky and rains have become erratic. To make things even harder, elephants in the nearby nature reserve sometimes break in and eat the crops she has worked so hard for. Now her place is all green, full of maize, tomatoes, vegetables, sweet potatoes and onions. She proudly walks around the farm. 'It is a good year,' she said. 'We are selling vegetables and sweet potatoes to the market.'

How did things change so fast for her family? 'ActionAid set up Farmer Field Schools (FFS) which gave us training on how to grow a variety of crops, using organic fertiliser,' she said. Being able to diversify her crops, she was able to make sure there is food, even when there is little rain. 'The best thing is that we built a farm pond that I use to irrigate the crops when rains fail.' The water reservoir was built with the support of women from her FFS group who work to support one another. The unity of the women's group in the area has uplifted the spirit of many families in the community. They help one another in tilling the land, warding off wild animals, babysitting and running a strong table-banking enterprise, where each member of the FFS groups pays a small contribution to a group fund, which is then loaned to the women for investing. This concept is working well and has relieved the pain of borrowing from money-lenders and banks charging high interest rates.

'All children of our members were able to go back to school. We had enough money to lend to those who needed it,' says FFS member Julieta Ngirisia, referring to the past, where children would stay at home for lack of school fees.

As Mekelina walks around her farm, excitedly talking to ActionAid staff, you get a feeling that her life has not only changed but she is going to be a very successful woman. 'You should come visit me in two years and see how much this place will have changed.'

promote water harvesting and conservation efforts are desperately needed. In the last five years, ActionAid has implemented a successful approach called the Farmer Field Schools (FFS). In the sites where the project has been implemented, food production has more than doubled as people now have better access to irrigation and diversified their income sources. As the program has come to a close and communities are self-sufficient, ActionAid is now extending it to a new area, Burat Ward, in Isiolo. In 2017, 250 rural farmers (70% women) were enrolled in this new project. The aim is to ultimately improve the livelihoods of 6,000 people, building strong and vibrant farming communities, who are able to increase their food production and raise their income.

- In December, ActionAid's global lead on climate change Harjeet Singh visited the Netherlands. As International Climate Policy Manager, Harjeet supports countries across the world on policy advocacy related to climate change. He spoke with the Dutch Ministry of Foreign Affairs and in parliament, and during the LandAc Climate Conference about ActionAid's approach to climate change adaptation and the realities on the ground, linking that to Dutch policy developments.
- In August 2017, the High Court in Bangladesh directed the government not to approve any factories within 10 km from the Sundarbans, the world's largest mangrove forest. The Sundarbans is an area of great ecological diversity and a UNESCO declared world heritage site. The area is threatened by industrial development activities and climate change. ActionAid-supported communities, human rights defenders and their organisations lobbied for protection of the area and to stop the issuing of permissions to set up industries. The court ruling is a small step, because even though new industries are no longer allowed within the 10 km radius, existing industries were not shifted. However, the ruling was a victory for people and planet over purely economic gains. For the first time in Bangladesh the High Court directed the government to respect and maintain its commitments to the environment and set limits to industrial activity in an ecologically critical area.

Lessons learned

- Results in Bangladesh and Uganda show that training and organising land-grab-affected communities have a big impact. Advocacy training for mining communities has also been fruitful, as successful civil court cases against mining companies in South Africa, Zambia and Zimbabwe have shown.
- Reflecting back on the Human Rights Fund program, the implementing members reported that more face-to-face solidarity meetings and regular updates result in greater cooperation, interconnection and thus project implementation.
- In Isiolo, Kenya, we learned – yet again – that activities for income diversification work best if they are led by community groups themselves, particularly women. Establishment of their own village savings and loaning associations, popularly known as table banking, demonstrated this clearly. Farmer members were able to get access to finance to meet their basic needs and educate their children, during the difficult periods of drought when income from farming is insufficient. These lessons learnt have been shared with all the other farmers and in stakeholders' forums.

FEDERATION-WIDE

.....
About 90,000 women from 23 countries increased their control over land or other natural resources.

Over **2,300 women's groups** in 16 countries were supported to organise and take action to protect and fulfil their rights and entitlements.

More than **330,000 farmers** in 26 countries practised climate resilient farming methods.

192705 women in 21 countries are now aware of their rights and entitlements when it comes to land and natural resources

1.2.4. | EMERGENCIES - ADVANCING WOMEN-LED EMERGENCY PREPAREDNESS, PREVENTION AND RESPONSE



Natural disasters and violent conflicts are happening with **increasing frequency**, causing intense trauma and loss. Women and youth are particularly vulnerable. ActionAid raises funds for local staff to provide immediate relief, rebuild communities and strengthen their resilience.

A major part of ActionAid's emergency work is training women to be emergency response leaders. Once trained, they will advise on the needs of their communities and oversee the distribution of aid. We link our emergency response to ongoing projects in a region and stay as long as we are needed. In areas prone to natural disasters, we help train people to be ready to cope with new disasters.

- In 2017, the ongoing drought in the Horn of Africa affected over 14 million people across Kenya, Ethiopia and Somaliland, causing crop failures,

weakened agricultural sectors and widespread hunger. Women were disproportionately affected, often due to the long journeys required to find water. ActionAid sent out an appeal to its supporters and raised funds for countries most hit by the drought. As well as supporting women and others with food and water, our response built on women's capacity and resilience, and encouraged them to unite and lead the process to fight drought in the future. Worldwide, ActionAid reached 260,000 people affected by drought.

By December, an estimated 655,000 Rohingya refugees had crossed the border from Myanmar into Bangladesh, fleeing violence in Myanmar's Rakhine State. ActionAid Bangladesh reached out to an estimated 50,000 people with its initial emergency response.



- Escalating violence in Myanmar caused over 650,000 Rohingyas to flee from their homes to Bangladesh in just four months. Most of these refugees are women and children. ActionAid Netherlands, together with many other ActionAid offices, supported the refugee camp in the Bangladeshi port city of Cox's Bazar. In partnership with strong local organisations, we took a leading role in camp management. Women's committees have been established to support the provision of facilities and women-friendly spaces were set up to provide information, advice and handle request referrals to other services. By the end of 2017, ActionAid Bangladesh reached an estimated 50,000 people with its initial emergency response.
- Widespread flooding in India, Bangladesh and Nepal devastated the region and left 40 million people struggling to rebuild their lives. Entire villages have been swept away under strong water currents. Vital infrastructure has been destroyed, including homes, roads and bridges. Thanks to our emergency fund, ActionAid staff and partners were on the ground delivering relief support, led by local women, within 48 hours after the flooding. We also set up women-friendly spaces and early-childhood development centres. Our support reached 14,060 people.

Lessons learned

- During the drought crisis in the Horn of Africa, we had to step up our work with communities to build resilience to droughts and floods in the future. Therefore we will ensure in the years to come that all our work is locally led, we support the voice and agency of women and young people more and that they are better represented in global humanitarian spaces.
- ActionAid's work with Rohingya refugees in Bangladesh showed that our organisational experience in refugee camps is limited. But working with strong local partners and applying our rights-based approach is proving to be useful in ensuring affected populations can take leadership and have a voice.

FEDERATION-WIDE

More than **33,000 people** in 19 countries were trained to identify and plan for risks to their communities.

ActionAid responded to emergencies that began in 2017 **in 14 countries**.

More than **631,118 people** in 17 countries received humanitarian assistance in ways that respected their rights and enhanced them for the future.



Luijah from Kenya coordinates ActionAid's Food for Assets programme. 'With Food for Assets, women are becoming more empowered in their household, they are managing the food.'

Women running Food for Assets programme in Kenya

Luijah has worked for ActionAid Kenya for 10 years. She coordinates emergency response and the Food for Assets programme. The programme supports the most vulnerable women affected by drought and hunger, by providing them with food rations for their families, in return for working twelve days a month on projects that help the community.

'I feel great about being a strong female leader in the community,' Luijah says. 'With Food for Assets, women are becoming more empowered in their household. They are managing the food. Men used to be in charge of the money so women never had any control.'

Women ran all aspects of the programme, from Luijah's role in managing the food distribution, to the committee of local women logging the work and measuring out the food portions. They also established a complaint committee within the communities to handle any issues that may occur during the food distribution and emergency response.

'I've seen lots of changes in the communities. Women want to work and gain independence. Women are more empowered and able to support their families. They want to send their children to school, with ActionAid's help, they are able to do so. I feel great about my job,' Luijah says.

1.3 | FUNDRAISING & COMMUNICATIONS

Fundraising

ActionAid aims to build long-term relationships with individual donors to secure ongoing financial support for our projects and campaigns. At the end of 2017, ActionAid had a total of 12,128 supporters (8,818 regular givers and 3,310 one-off supporters). Most of our supporters signed up on the street. Unfortunately, the retention rates of our supporters are declining, underlining the importance of testing new channels and approaches for fundraising. Therefore, following our 2017 decision to become more visible and innovative, we will scale back our street fundraising which will free resources for a public campaign in 2018. We aim to build our brand awareness, increase our supporter base and gradually diversify our future funding (generating more income from online and telemarketing). In the meantime, we will continue to show our appreciation to our new and existing supporters by sending

out handwritten cards from our team, regular updates from the field and offering supporters clear communication about the impact of their gift.

Following the successful approval of several grants in 2016, our Philanthropy & Partnerships income shows a big growth in 2017. We received approximately € 400,000 from Oak, Bernard van Leer, Turing, Dioraphte and ASN, with whom we partner in various projects. As these are multi-year grants, this income will continue into mid-2019. We hope the increased visibility will also reveal ActionAid's focus on Women's Rights to peer organisations, major donors, foundations and potential (corporate) partners. At the same time ActionAid will target new institutional income. The income from the Strategic Partnership grant from the Ministry of Foreign Affairs (our FGG programme) will continue to be a firm financial basis till 2020. In 2017 we have invested in



Widespread flooding in India, Bangladesh and Nepal devastated the region and left 40 million people struggling to rebuild their lives. ActionAid staff and partners were on the ground delivering relief support, led by local women, within 48 hours after the flooding. Our support reached 14,060 people.

our capacity for institutional fundraising and now aim for a slow but steady increase alongside our core FGG funding.

Complaints policy

In 2017 we received 13 complaints, mostly related to our door-to-door recruitment. ActionAid was able to satisfactorily respond to complaints within two days, in line with our complaints policy and procedure, available on the website.

Communications

In 2017, we got less media exposure than anticipated (about 32 hits), mainly about the issues we campaign on: tax justice, mining and women's rights in particular. These issues were featured in quality newspapers, also on television, radio and in specialist media. Our Coal Cruise (see chapter 1.2) received the most coverage. A couple of opinion pieces by ActionAid policy advisors were also published in national newspapers and key online forums, contributing to public discussions on tax, land rights, development aid and trade.

With 873 new followers last year, our social media communities steadily continue to grow. We transferred to a new website, which almost doubled our number of page views from 50,000 to almost 92,000, with spikes occurring whenever we reach out with particular fundraising campaigns. A good foundation to keep on building our reach and engaging the public.

We would like to thank all our campaigners, donors and partners for their invaluable support in 2017. In 2018, we look forward to new exciting partnerships and increased visibility for our work.

Lessons learned

- ActionAid is still relatively unknown to the public and with philanthropic partners, and our brand awareness is increasingly working against us. To address this, we will start a public campaign in 2018 which should increase our visibility in Dutch society and therefore increase our success in building relationships with supporters and donors.
- This year, more supporters reached out to us to set up a fundraiser event or collect donations for ActionAid. It shows that supporters are finding their way to our organisation more easily and often. A dedicated section on our new website showcases several examples of earlier initiatives.
- As always, publications with a link to the Netherlands have the best chance of being picked up by the media. Our Coal Cruise through the harbour of Amsterdam was very relevant in light of the climate discussion and general critique of the coal industry. Another piece that was picked up well was the report *Shifting Power* that stated women work on average four years longer than men in their lifetimes, due to their disproportionate responsibility for unpaid care. This figure was picked up by women's magazines and forums who do not usually publicise ActionAid. We intend to release more of these publications in 2018.

1.4 | ORGANISATION AND ACCOUNTABILITY

Board of trustees and management

ActionAid has a one tier governance model. The highest authority is our board of trustees. Members of the board are appointed for a three-year term, after which reappointment is possible for a maximum of one additional term. Members are selected based on pre-determined profiles. Every year, board members are required to disclose any potential conflict of interests in writing. The board regularly conducts a self-evaluation or engages in an external evaluation to identify areas in which it can improve the way it works.

In this chapter, we describe how ActionAid applies good governance in practice. The ActionAid board and management subscribe to the Code of Good Governance for Good Causes (Code Goed Bestuur). Below, we describe how we separate between supervision and management, how we spend the resources entrusted to us effectively and efficiently, and how we involve stakeholders in our work.

The Board of trustees appoints, evaluates and dismisses the executive director. The board supervises the overall progress of the strategic plan, the annual action plan and the budget. In addition to its supervisory function, the board aspires to act as a sounding board and advisor to the executive director. The executive director is mandated with actual implementation and management of the organisation. He, together with his management team, drafts and proposes strategies, action plans and budgets and key policies for the board's

approval. Once approved by the board, the executive director is responsible for implementing these plans and policies. The executive director reports quarterly to the board. The relationship between board and executive director is formally captured in the constitution, the board code and the management code policies.

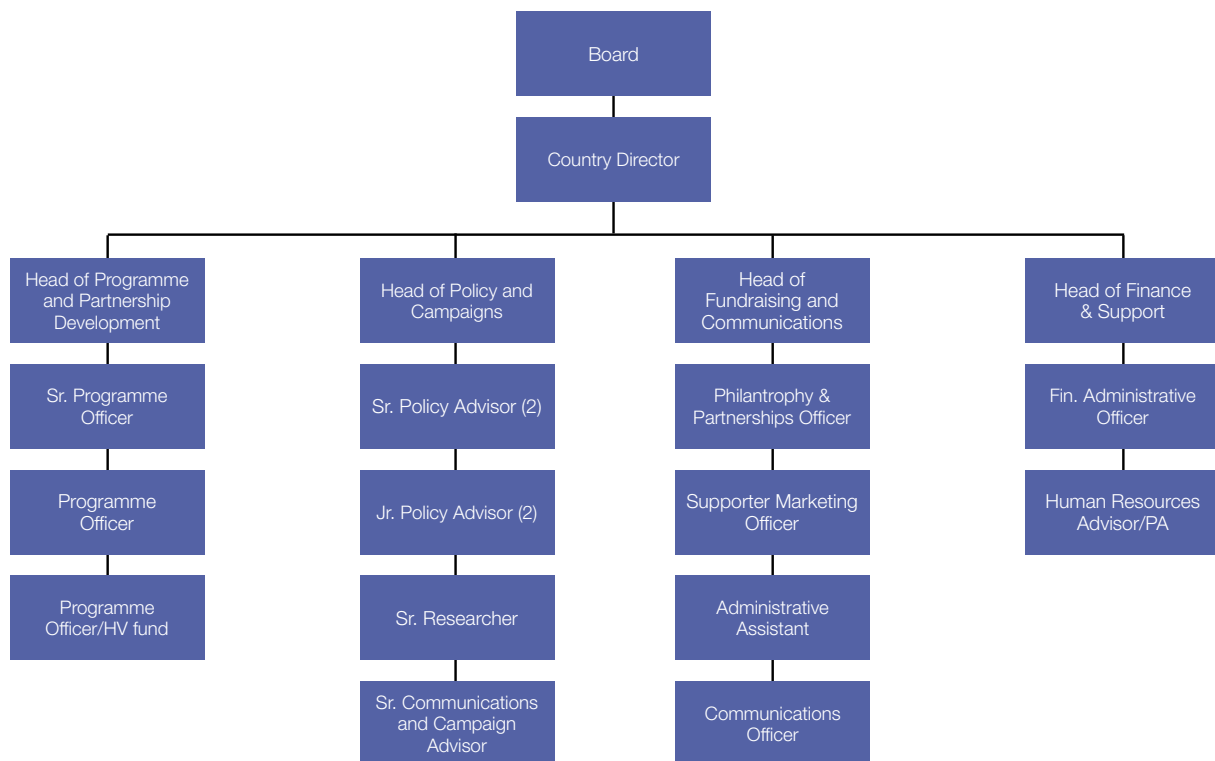
For most of the year, the board consisted of seven members. The board selects and appoints its own members on the basis of pre-established profiles and transparent procedures. The composition of the board reflects the right mix of expertise in all areas of the organisation. For most of 2017 the board had five female and two male members. Brief resumes of board members can be found on our website.

The board met five times in 2017. The progress of programmes, the year-to-date monitoring of income and expenditure compared to budget and financial forecasts are part of every regular meeting. The finance and audit committee, consisting of two board members supported by the executive director and head of finance, monitors the financial health of the organisation as well as the internal administrative processes. The risk register is reviewed twice yearly. The committee makes recommendations to the board on the appointment of the external auditor, and discusses annual management letters and annual reports with the external auditor. Members of the board are only reimbursed for expenses incurred in the performance of their duties. In reality, board members rarely claim these expenses.

Board of Trustees

Name	Position	Member since	Professional background
Ingrid Roestenburg-Morgan	Chair	10 Dec 2012	Criminal Law and Human Rights
Antje Melissen*	Secretary	30 May 2011	International Entrepreneurship
Luuk Hamer	Member	2 Sept 2014	International Law
Marianne van der Zijde	Treasurer	24 Mar 2015	Finance
Girish Menon	Member	30 Sept 2016	AAI representative
Maike Willemsen	Member	5 Apr 2017	Public Security
Emma Verheijke	Member	5 Apr 2017	Social Impact & PMEL

* Retired on 1 September 2016



Our affiliation with ActionAid International resulted in an ActionAid International representative taking up a position in our board. Conversely, a representative from our board has taken up a seat as a full voting member of the International Assembly of the ActionAid International Federation.

Staff

In 2017 the ActionAid office in Amsterdam on average employed 19 staff (17 full time employees). The organisation has four departments: programmes, policy and campaigns, fundraising and communications, and finance and support. ActionAid also regularly benefits from working with interns and volunteers who contribute to projects, research, events and writing and translating articles for our website and newsletters.

Along with the executive director, the heads of department make up the management team, which meets every three weeks. The staff includes several nationalities (Venezuelan, Spanish and Dutch) and 73% are women. It is a close-knit organisation, with a low level of staff turnover. Sick leave in 2017 was 5.3% due to two long term illnesses.

Our Executive Director, Ruud van den Hurk, has been on board since 2008.

Corporate social responsibility

We try as far as possible to be environmentally aware at our offices in Amsterdam, in keeping with ActionAid's ideology and duty of care to the environment, the world and its inhabitants. We print as little and as efficiently as possible. Colour printing is limited to exceptional cases only. All printing is done on FSC paper. Promotional shirts are made using organic cotton. Waste is segregated before leaving the premises: general waste, plastic and paper. Lunch is generally fair trade and organic. Our savings are kept with ASN Bank and for our regular banking we engage Triodos. Our pensions are administered by Zwitserleven, one of the most sustainable pension providers in the market. Donations from companies are assessed using our company fundraising policy to ensure that these businesses meet the conditions of corporate social responsibility. Last but not least, we monitor our travel behaviour to ensure efficient use of resources and awareness of our carbon footprint.

Hallmarks and quality

For many years ActionAid has held the Central Bureau on Fundraising (CBF) seal of approval, which currently is named Erkenningsregeling. Furthermore, it has had Dutch charitable status (ANBI) since 2008. In addition, we abide by ActionAid International's strict requirements in the spheres of governance, monitoring and impact measurement.

Ensuring the best use of resources

Our strategy, Change the rules for a just and sustainable world, covers the period 2017 till 2028 in which 2017 is a transition year between the old and new strategy. The strategic objectives are in synch with the overall objectives of the ActionAid International strategy. Within the strategy ActionAid developed three year plans, the first being for the period 2018 – 2020. Progress of the strategic objectives will be monitored using a monitoring framework that also feeds into the overall federation measuring of progress. ActionAid uses a planning and control cycle. Annual action plans based on the three year plans will be drawn up as far as possible with SMART (specific, measurable, achievable, realistic and time scaled) indicators. Learning from earlier experience and improving the effectiveness and efficiency of our operations is a constant concern.

The internal processes and procedures are described in a comprehensive Quality Manual that currently is being updated. The board approves long-term financial and strategic policies, along with annual action plans and associated budgets. Accompanying risk assessments are developed yearly and reviewed halfway through every year. The management team monitors actual income and expenditure against the budget on a monthly basis, and presents quarterly reports to the board. The board also reviews organisation performance against a dashboard of key indicators (financial and non-financial) on a quarterly basis.

Internal processes are regularly reviewed by the management team and external parties. Each year, an external auditor prepares a management letter. The Dutch Central Bureau of Fundraising (CBF) performs three-yearly evaluations before awarding a renewed seal of approval. ActionAid International performs audits around every three to four years. The next audit is planned for early 2018. Reports from these various evaluations

are important sources of information to enable further improvement of processes and procedures. Learning is an integral part of our way of working. Every year we meet with the whole team for joint reflection and evaluation, involving presentations by each department focusing on what went well and what could be improved. The ActionAid International Federation also offers excellent opportunities for carrying out joint evaluations and sharing best practices with the ultimate goal of improving effectiveness and efficiency.

Learning and training

In all our programmes, a reflective approach is key to improving the effectiveness of our work. We believe that ending poverty and injustice is best supported by capacity development by people for people. We are committed to building people's capability to take innovative, rights-based action themselves. We can only do this if we listen to and learn from each other. We therefore host a Participatory Reflection and Review Process (PRRP) in all country programmes. This takes place on an annual basis and provides an opportunity for community members and stakeholders to reflect on progress made and challenges encountered, and to advise ActionAid on ongoing activities. In addition to ensuring downward accountability to stakeholders, the PRRP provides an excellent opportunity to share learning between ActionAid's communities, districts, countries and the wider ActionAid International Federation.

In the Netherlands we build knowledge in areas relevant to our work and learn from our own and other peers' experiences. We have a small training budget. In 2017 part of this budget was used for a storytelling session with all staff, departmental training on business writing and individual training on fundraising and database management.

Monitoring and evaluation of fundraising

The goals described in the strategy, as well as internal and external developments, form the basis of annual fundraising plans. Fundraising performance is measured against a set of clear indicators. The head of fundraising presents monthly progress reports to the director and the management team and advises on any adjustments as needed. In addition, regular consultations are held between the fundraising manager and the campaigns and communications manager.

Lessons learned are highlighted and fed back to management. Each department carries out an annual reflection and evaluation, the findings of which are fed back into the overall evaluation.

Monitoring and evaluation of programmes

We run programmes in the Netherlands – some with a European component – and in Africa and Asia. The majority of these programmes are funded by grants from institutions such as the Strategic Partnership (Ministry of Foreign Affairs) and EU. Programmes are contractually agreed with partners and subject to stringent monitoring and evaluation rules, to which we conform. Progress is also constantly monitored through telephone and email consultations with our partners in the South. Programme department staff regularly visit the programmes that we support; their experiences are fed back and any agreements made are duly recorded. The programme manager submits monthly reports to the director and the management team, leading, where necessary, to adjustments.

Due to the interconnectedness of our programmes in the South and the North, regular consultations are held between the programme manager and the head of the policy & advocacy department.

Fostering relationships with stakeholders

We inform and seek an active dialogue with all our stakeholders: our local partners and activists, partners in the North, policy makers and politicians, journalists, donors, the ActionAid federation and last but certainly not least the public. On our website we explain ActionAid's open information policy, which is guided by our commitment to transparency and to sharing information on our policies and choices with our stakeholders.

■ Local partners and local activists

Our interaction with colleagues in the South is vital to the quality of our work and forms a key ingredient for advocacy and communication in the North. Collaboration with these stakeholders requires mutual accountability, solidarity and



This is Ntemu (2) from Kenya, with his mother. They are provided food by the women-led Food for Assets programme run by ActionAid. With the drought, the Food for Assets programme has become a vital source of food for children like Ntemu.

transparency. In practice, interaction with our partners is realised through mutual visits and the planning and implementation of joint initiatives. Contact with local activists is usually by email, Skype and telephone. If an opportunity arises to influence policy or communicate with the media or the public, a local activist is often invited for a visit to the Netherlands.

■ *Donors – institutional and private*

We are in regular contact with our institutional and private donors by telephone and email. They receive all our communications and our Annual Report. When circumstances demand that programmes are modified, we have more detailed contact. On some occasions we invite them for a field visit. Much effort goes into maintaining relationships with private donors. Social media as well as printed newsletters regularly inform our stakeholders. We realise that not every donor enjoys being overwhelmed with communications, so we offer the opportunity online and in our newsletter to request less mailings or no mailings at all. For communications by telephone, we observe the requirements of the Dutch Do Not Call Register. Our complaints procedure ensures we react quickly and efficiently to any questions and complaints from donors.

■ *Cooperation partners in the Netherlands*

We realise that change will only come about if enough people demand it. There is great value in numbers. We therefore work closely with many organisations: our FGG partners, and our partners in other networks including Tax Justice Netherlands, Wo=Men and Partos. Effective collaboration requires maximum mutual transparency. We meet regularly with our partners, sharing new information and developments, research results and views. Beyond our website we use social media such as Twitter, Facebook and Instagram.

■ *Policy makers and politicians*

Our lobbyists are in regular contact with ministers, state secretaries, MPs, civil servants and other officials who deal with issues that relate to our change agenda. We engage in workshops, seminars, round tables and conferences to ensure that our voice and the voices of our local partners are heard.

■ *Media and press*

Radio/TV as well as print journalists are important mediators between our organisation and the public at large, and between us and policy makers and politicians. Conversely, we are a trusted source of information for journalists because of our thematic expertise and our contacts with Southern constituencies and local activists. We build good relationships with journalists, connecting with them through personal contacts, network meetings and social media. We will always share new perspectives and important developments with journalists, either by giving them a scoop, or through general press releases of reports.

■ *ActionAid International*

Since 2012, we are a formal member of ActionAid International (AAI), a federation working in more than 45 countries. Our membership, laid down in a membership agreement, entails cooperation in programmes and campaigns as well as coordination of our strategies, procedures and processes, mutual participation in each other's highest decision-making bodies, and keeping each other fully informed, on different levels and through a range of channels. We award great importance to this cooperation, because it allows us to tap far more resources and knowledge than we would otherwise be able to. Despite our membership of the federation, ActionAid Netherlands has a formal autonomy in decision making. The existing accountabilities within our national context have not changed, with our board remaining the prime authority in the organisation, to which the executive director remains accountable.

We contribute to AAI in two ways. The first is contributing to other federation member programmes where we can. This by far is our biggest contribution which we manage entirely from the Netherlands and for which we are fully accountable to the donor(s). The second, much smaller, contribution is our membership fee. In 2017 we paid an amount of €120,000 which is allocated, in accordance with AAI budget allocations, towards different categories (see table 'ActionAid International contribution', page 32).

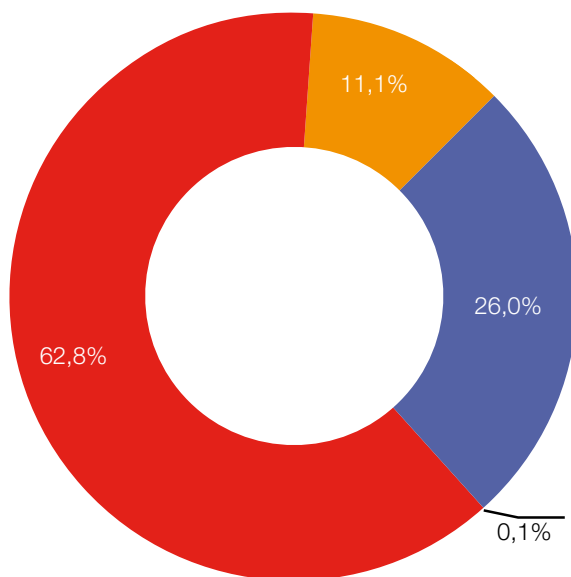
1.5 | FINANCIAL STATEMENTS

The financial statements 2017 have been prepared in accordance with the Dutch Directive 650 Fundraising Institutions (updated in 2016). On April 12th 2017 the board approved the annual accounts after an audit by Dubois and Co. The auditor's report is included in this annual report. Both board and management look back at 2017 with satisfaction. We achieved a lot in terms of our ambitions and objectives, but at the same time we should not rest on our laurels or be complacent. In financial terms, ActionAid closed the year with a positive result of €168,704 bringing the reserves to a healthy level.

Income

Our total income of €3,551,125 has grown compared to last year but it did lag behind budget. ActionAid's large partnership programme with the Ministry of Foreign Affairs, the so called Fair, Green and Global programme (FGG), suffered from some delays in implementation due to local circumstances. We had anticipated some underspending in the first half of the programme and remain confident that the unused budget will be expended in the coming years (and subsequently counted as income).

Income (in €)

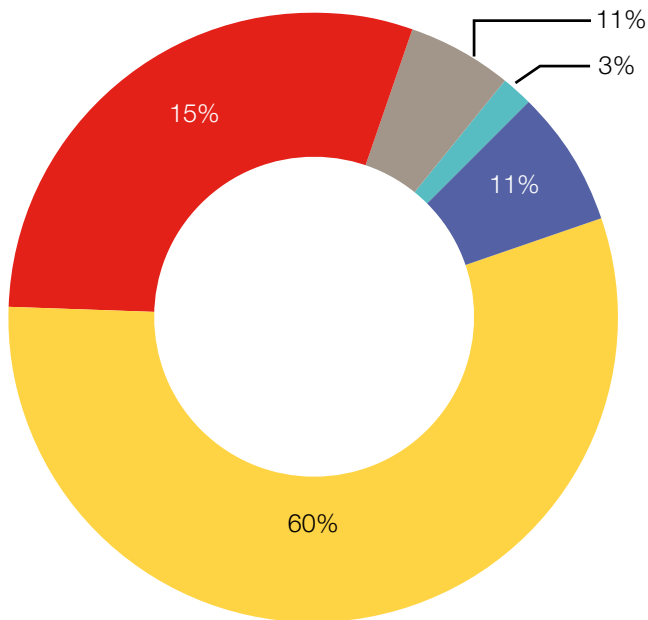


Income from private individuals	923,320	26,0%
Income from companies	2,036	0,1%
Income from government subsidies	2,229,632	62,8%
Income from other nonprofit-organisations	396,138	11,1%
Total Income	3,551,125	100%

Programme	Donor	Total support	Contracted period	Final approval*
Upholding Human Rights	Ministry of Foreign Affairs	998,400	2014-2017	2018
Fair, Green and Global	Ministry of Foreign Affairs (Partnership Programme)	10,360,000	2016-2020	2021
Urban 95++	Bernard van Leer Foundation	254,600	2017-2019	2020
Urban 95++	Oak Foundation	234,900	2017-2019	2020
FGM Somaliland	ASN Foundation	17,500	2017	2017
Isiolo Water programme	Dioraphte Foundation	149,900	2017-2018	2019
Vocational Training Liberia	Turing Foundation	65,000	2017-2018	2019

*All subsidies will be approved at the end of the contracted period

Expenditure



Related to mission objectives

Campaigning, Advocacy & Research	499,939	15%
Communication & Public Information	377,292	11%
Programme support to partners in the South	2,031,571	60%

Acquisition of income

Cost of fundraising	363,896	11%
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Management and administration

	107,838	3%
Total Expenditure	3,380,535	100%

Also, we spent less than anticipated on voluntary fundraising in turn resulting in less voluntary income than planned. We felt it important to evaluate our fundraising channels and change our street fundraising tactics during the year. As a result some of our fundraising budget remained unspent and will now benefit next year's budget. Our income from private donations grew by 5% compared to 2016 which is somewhat less than we had hoped. Our year end Christmas appeal resulted in €12,220 and will benefit our budget 2018. This amount appears as designated funds in our reserves. Income from philanthropy and partnerships, mostly other non-profit organisations was €76,000 more than budgeted. This income was budgeted for 2016, but was finally transferred to country programmes in 2017 (due to a small delay in programme implementation). The overview on page 44 breaks down the actual income per donor. The table on page 31 provides an oversight of institutional and philanthropy funding sources.

Expenditure

In 2017 ActionAid spent €2,908,802 or 86% of its total costs on mission objectives. As mentioned above, expenditure in our FGG programme was lower than anticipated but will catch up in the next years.

The costs of ActionAid fundraising amounted to €363,896 which is 10% of our total income.

The cost of our voluntary fundraising in 2017 was lower than anticipated.

In 2017, we contributed to ActionAid International with a total of €120,000. For a detailed allocation of this contribution see the table.

Over 2016 and 2017 ActionAid has paid more than its calculated contribution. A total amount of €22,350 (€11,700 in 2016 and €10,650 in 2017) will need to be repaid by ActionAid International, bringing our total ActionAid International contribution to € 97,650 (see page 46).

ActionAid International contribution

Campaigning, advocacy and research	€ 16,405
Programme support to partners in South	€ 17,514
Voluntary fundraising	€ 26,319
Government subsidies (fundraising)	€ 26,862
Management and administration	€ 32,900
Total	€120,000

Continuity Reserve

The aim of our reserves policy is to safeguard solvency and maintain future activities. The ideal continuity reserve is defined by our reserves policy which advises a minimum of 10% of institutional income and a maximum of six months of total operational costs (defined as all staff costs, minus short term contracts, plus overhead costs, plus non-staff fundraising costs).

As it was decided in 2017 to diminish our dependency on street fundraising, a channel with decreasing rates of return, the board felt it prudent to allocate €100,000 from the reserves to a designated fund (reserved for Campaigns & Fundraising) to test and develop new fundraising approaches in 2018. In fact, part of this fund consists of unspent fundraising costs in 2017.

ActionAid will use the fund to invest in new approaches such as more prominently campaigning and profiling our brand in combination with online fundraising and telemarketing. We will continue face-to-face fundraising at a lower level, hence ensuring diversified fundraising to diminish our risk of dependency on only one channel.

This means that our free reserves (continuity) are in line with our reserves policy at €576,001.

Risks

Risk management is an important aspect of our governance. Risks are discussed at every management team meeting. When unforeseen risks occur they will be tabled at the next board meeting. Standard procedure is to discuss the risks register twice a year in the board's finance and audit committee as well as in the full board: once with the approval of the annual plan and once midyear. The risk register is presented with ratings for probability and impact as well as with risk mitigation actions per individual risk.

In general, dependency on one or two large donors is rated as a considerable risk. Our immediate mitigation strategy is diversification in income streams through investing in voluntary and high value fundraising. Also, in 2018 we will invest in piloting new channels of fundraising and also in a substantial campaign to enhance our brand. ActionAid will also strengthen its effort to generate new institutional and philanthropic income and will acquire expertise

to that effect. A good example of new institutional fundraising is the recent programme submission to DFID (UK) by FGG, of which ActionAid is part.

Another risk forms the shrinking political space in which we operate. This is both a medium risk for the wellbeing of our overseas colleagues as well as for our compliance with commitments to donors. Building good relationships with members of parliament, press and embassies and continuously emphasising the importance of protecting human rights and space for civil society is our key mitigation strategy.

A standard risk for organisations working in remote areas with complex project chains is fraud. The ActionAid federation has robust anti-fraud policies and stringent processes in place to prevent and deal with fraud. In that respect it is worth mentioning that regular internal audits from the overall secretariat are performed. Such an audit will take place in the Netherlands in 2018.

Finally, the current media attention on sexual abuse cases involving INGOs has taught us to be vigilant and invest in robust safeguarding policies and practices to diminish any reputational risks.

Future developments

Our programme focus in 2018 will remain on assisting partners and communities to lobby for proper corporate conduct and fight against land grabs, unfair tax regimes and unfavorable investment policies. As always, we will focus on protecting the rights of women. We will continue to work closely with our colleagues in the federation and seek to strengthen international campaigns where possible. A new public campaign will be launched making extensive use of social media and free publicity.

We will aim to be bolder and more visible. To that end we will engage in substantial campaigns work, making a name for ourselves within the Dutch public landscape. This will support our fundraising, which itself will gradually shift from street fundraising to online fundraising and telemarketing. But we will also look beyond the Netherlands to find institutional and philanthropic partnerships. We have recently launched a programme submission, through the FGG alliance, to DFID (UK) and we plan to invest in a scoping exercise of the German philanthropic market.

Our financial situation is currently much stronger than it was some years ago. However, our ambitions are high and in order to reach our objectives, we need to keep diversifying and growing our sources of funding. Looking beyond 2018, we cannot take another large subsidy for granted. Instead we will use the current contract with the Ministry of Foreign Affairs, which runs till 2021, as a window to develop other streams of income.

Last but not least, the board will reflect on our current governance model. The board is aware that the supervisory board model (Raad van Toezicht) has become common in the Netherlands and might better suit our current way of working. A decision will be taken in 2018.



Okado (22, left) and Caixa (24) are mobilizers of ActionAid's Urban 95++ project in Brazil. Born in the slums of Recife, they were constantly beckoned by the drug trafficking business to become intermediaries. Of their youth group, eight boys are dead and two ended up in prison. Initially they were hesitant to participate in the Urban95++ project because they believed early childhood development is not an issue to be addressed by young men. Now the two have become exalted leaders, helping mothers with young children, young people and the community.

2 | ANNUAL ACCOUNTS 2017

2.1 | Balance per 31 December 2017 (in €)

Assets	31 December 2017	31 December 2016
Fixed assets	43,685	41,587
Accounts receivable	159,507	188,184
Cash and cash equivalents	1,770,797	1,767,517
	1,930,305	1,955,700
Total Assets	1,973,990	1,997,287
Liabilities	31 December 2017	31 December 2016
Reserves		
- Continuity reserves	576,001	499,741
- Reserve for Campaign & Fundraising	100,000	-
- Designated fund	12,220	19,777
Current liabilities		
- Advances received from sponsors	749,770	955,269
- Short-term project liabilities	229,448	276,824
- Payables	306,551	245,676
	1,285,769	1,477,769
Total Liabilities	1,973,990	1,997,287

2.2 | Statement of Income and Expenditure (in €)

Income	Actual 2017	Plan 2017	Actual 2016
Income from private individuals	923,320	968,000	882,556
Income from companies	2,036	10,000	9,531
Income from government subsidies	2,229,632	2,532,000	2,341,926
Income from affiliated nonprofit-organisations	-	-	10,000
Income from other nonprofit-organisations	396,138	320,000	55,000
Total Income	3,551,125	3,830,000	3,299,013
Expenditure	Actual 2017	Plan 2017	Actual 2016
Related to mission objectives			
- Campaigning, Advocacy & Research	499,939	625,000	526,274
- Communication & Public Information	377,292	375,000	418,035
- Programme support to partners in the South	2,031,571	2,289,000	1,696,395
	2,908,802	3,289,000	2,640,704
Acquisition of income			
- Cost of fundraising	363,896	412,000	364,530
	363,896	412,000	364,530
Management and administration	107,838	91,000	77,201
Total Expenditure	3,380,535	3,792,000	3,082,435
Balance before financial income and expenses	170,590	38,000	216,578
Financial income/expenses	-1,886	-	2,028
Surplus/deficit	168,704	38,000	218,606
Added to reserves			
- Continuity reserves	76,261	38,000	198,829
- Reserve for Campaign & Fundraising	100,000	-	-
- Designated fund	-7,557	-	19,777
	168,704	38,000	218,606

2.3 | Cash flow statement (in €)

Operational Activities	2017	2016
Surplus/Deficit	168,704	218,606
Adjustments to depreciation	25,704	21,481
	194,408	240,087
Changes in working capital		
- Trade receivables	28,676	258,848
- Trade payables	-192,000	-135,810
	-163,324	123,038
Total Operational cash flow	31,084	363,125
Investment activities	2017	2016
Investments in tangible fixed assets	- 27,804	- 9,222
Total Investment cash flow	- 27,804	- 9,222
Financing activities	2017	2016
From designated fund		-10,000
Total Financing cash flow	-	-10,000
Net cash flow	3,280	- 343,903
Increase/decrease in funds	3,280	343,903

	2017	2016
Cash on January 1	1,767,517	1,423,613
Cash on December 31	1,770,797	1,767,517
Increase in funds	3,280	343,903

2.4 | Accounting principles (in €)

General

The annual accounts were compiled in accordance with Guideline 650 for 'fundraising institutions' (Richtlijn 650 voor Fondsenwervende instellingen), revised in 2016.

Principles for valuation and presentation of assets and liabilities

■ Tangible fixed assets

Tangible fixed assets are stated at acquisition price less linear depreciation based on economic life-cycle. For inventory furnishings and equipment, the life-cycle is five years.

■ Accounts receivable

- These are stated at nominal value.
- Accounts receivable for approved projects are based on agreements with third parties and agreed values.

■ Liabilities

- Liabilities are stated at the value at which they were incurred unless indicated otherwise.
- Project liabilities refer to all liabilities under financing agreements concluded with third parties.
- New project liabilities are accounted for in the year in which the liability becomes definitive.

■ Other assets and liabilities

- These are stated at nominal value.

Principles for determining and presenting income and expenditure

■ Determination of result

- Taking into account the accounting principles, the result is determined as the difference between the revenue and expenditure allocated to the year in question;

- Unless otherwise indicated, income and expenditure are accounted for in the year to which these relate;
- Income from ActionAid fundraising is accounted for in the year of receipt;
- Income from legacies is included in the accounting year in which their size can be reliably determined. Advance payments made are taken as income in the year of receipt;
- Subsidies for projects are accounted for based on projects approved;
- Gifts in kind are valued according to the estimated market value in the Netherlands.

■ Management and administration costs

Management and administration costs represent expenditure for internal management and administration that cannot be attributed to the objectives of the organisation or fundraising costs.

■ Allocation Principles

The table 'Details of cost allocation' on page 38 shows how the categories of costs are divided over the objectives expenditure, the cost of fundraising and the cost of management and administration. The following comments will clarify the table:

- Grants and contributions are subsidies provided to third parties.
- Own activities relate to actions performed by ActionAid through campaigns, communications, information, fundraising and southern programmes.
- Cost of management and administration are calculated in accordance with Guidelines 650 (2016).
- The costs are allocated on the basis of the timesheets on the objectives, fundraising and support activities.

2.5 | Notes to the Balance Sheet per 31 December 2017 (in €)

Assets (receivables)

	Leasehold improvements	Equipment	Computers	Total 2017	Total 2016
Cost as per 1-1	47,539	27,202	147,000	221,561	212,339
Investments 2017	-	-	27,804	27,804	9,222
Total	47,359	27,202	174,804	249,365	221,561
Depreciation previous years	30,173	27,202	122,600	179,975	158,493
Depreciation 2017	6,775	-	18,930	25,704	21,481
Book value per 31-12	10,411	-	33,273	43,685	41,587
Book value per 1-1	17,185	-	24,400	41,585	53,846
	-	-	-	-	-
Investments 2017	-	-	27,804	27,804	9,222
Total	17,185	-	52,204	69,389	63,068
Depreciation 2017	6,775	-	18,930	25,704	21,481
Book value per 31-12	10,410	-	33,273	43,685	41,587

All assets are used for operational purposes.



In 2017 ActionAid supported the refugee camp in the Bangladeshi port city of Cox's Bazar, along with contributions from across the ActionAid federation, helping an estimated 50,000 people.

Assets (receivables)

Receivables	31 December 2017	31 December 2016
Subsidies	108,026	150,898
ActionAid International	24,219	703
Other receivables	330	541
Advance payments	20,709	26,872
Interest receivable	2,604	4,711
Debtors/accounts receivable	3,619	4,459
Total	159,507	188,184
Details of subsidies to be received		
- EU-NSA	-	73,381
- EU-DEAR	-	57,450
- Min. of FA HR Fund	108,026	20,067
Total	108,026	150,898
Cash and cash equivalents		
- Savings accounts	1,655,793	1,137,980
- Cash and bank accounts	115,004	629,537
Total	1,770,797	1,767,517

The figure for cash and cash equivalents also includes an amount of € 23,711 (2016: € 23,927) for a bank account at Nedbank S.A. This amount is not at our free disposal.

Liabilities (reserves)

Continuity reserves	Total 2017	Total 2016
Value per 1-1	499,741	300,912
Added	76,260	198,829
Value per 31-12	576,001	499,741
Reserve for Campaigning and fundraising		
Value per 1-1	-	-
Added	100,000	-
Value per 31-12	100,000	-
Designated Fund	Total 2017	Total 2016
Value per 1-1	19,777	10,000
Added/withdrawn: Christmas Mailing previous year	-19,777	-10,000
Added: Mailings this year	12,200	19,777
Value per 31-12	12,220	19,777

In 2018, ActionAid will invest in branding & campaigning to boost its profile and fundraising. The board has decided to allocate an extra amount of €100,000 for this purpose.

Liabilities (current liabilities)


Current Liabilities	31 December 2017	31 December 2016
<i>Advances subsidies received</i>		
- Min. of FA Partnerships	747,770	684,519
- NWO	-	10,811
- Bernard van Leer Foundation	-	30,000
- OAK Foundation	-	122,494
- ASN Foundation	-	17,500
- Stichting Dioraphte	2,000	89,945
Total current liabilities	749,770	955,269

Liabilities (short-term project liabilities)	31 December 2017	31 December 2016
Partners of Min. of FA MFS		
- ActionAid South Africa	-	15,701
Total	-	15,701
Partners of EU-NSA		
- Asadho	-	10,070
- BMF	-	-4,015
- CRF	-	-1,557
- DW	-	4,521
- ZELA	-	1,963
- IANRA	-	23,756
Total	-	34,738
Partners of Min. of FA HR Fund		
- ActionAid Kenya	3,393	6,665
- ActionAid South Africa	6,836	5,267
Total	10,229	11,922
Partners of Min. of FA FG II		
-ActionAid Bangladesh	-8,684	36,417
-ActionAid Cambodia	25,795	7,766
-ActionAid International	3,901	5,156
-ActionAid Kenya	34,624	8,640
-ActionAid Uganda	28,543	63,024
-ActionAid Zambia	35,519	11,003
-ActionAid Zimbabwe	-1,773	13,812
-ActionAid Mozambique	12,572	58,776
-ActionAid South Africa	11,100	5,822
-IANRA	30,000	-
A total amount of €236,119 of unspent subsidies 2016 were deducted from the liabilities in 2017		
Other	47,622	4,046
Total short term project liabilities	229,448	276,823

Liabilities (payables)		
Creditors	157,537	100,150
- Taxation	41,361	44,772
- Holiday days	38,548	39,219
Holiday allowances	30,691	32,429
Auditor	21,755	15,685
Miscellaneous	16,659	13,421
Total payables	306,552	245,676

Contingencies

In November 2015 a contract was signed with Toshiba Netherlands for the lease of two photocopiers for € 350,90 per month (inclusive of VAT, exclusive of yearly indexing). The contract period is 60 months. In January 2014 a contract started with Stichting Plan Nederland for hiring an office for € 50,000 a year. The contract period is nine years but terminable at one month's notice. The rent for 2017 was € 52,577.



Orji is an unpaid midwife in a local hospital in Nigeria with no water source, electricity and government funding. Her salary was previously paid by the government, but scrapped in 2015, partly because of Nigeria's dwindling public funds. This is money that could be raised through big companies paying their fair share of tax. That's why the ActionAid federation organised the Tax Justice for Women's Rights Global Days of Action. Together with activists from more than 35 countries, we called on governments to protect women's rights by taking action for fair taxation.

2.6 | Notes to the Statement of Income and expenditure 2017 (in €)

Income (1)	Actual 2017	Plan 2017	Actual 2016
Income from private individuals			
Regular giving	821,932	892,000	819,624
Appeals	70,804	76,000	62,931
Legacies	30,584	-	-
Subtotal	923,320	968,000	882,555
Income from companies			
Appeals	2,036	10,000	9,531
Subtotal	2,036	10,000	9,531
Government subsidies			
Min. of FA FGG II	2,011,411	2,229,000	1,736,913
Min. of FA HR Fund	218,221	214,000	209,557
EU NSA IANRA	-	-	194,707
EU DEAR	-	39,000	200,750
Other	-	50,000	-
Subtotal	2,229,632	2,532,000	2,341,927
Income from other non-profit organisations			
AA Denmark	-	-	10,000
Bernard van Leer Foundation	115,700	85,700	-
OAK Foundation	122,494	122,494	-
ASN Foundation	17,500	17,500	-
Stichting Dioraphte	87,945	87,945	-
Turing Foundation	52,500	6,361	50,000
Stichting Jong	-	-	5,000
Subtotal	396,139	320,000	65,000
Total Income raised	3,551,127	3,830,000	3,299,013

Income from private individuals and companies are unrestricted except for €25,460 restricted mailings. Income from Government subsidies and other non-profit organisations are restricted.

Turing Foundation Income Actual 2017 higher because of (1) deferred allocation due to delay in programme delivery Sierra Leone and (2) a new grant for Liberia programme, which was confirmed after planning cycle, in January 2017.

Expenditure (1) (in €)

	Actual 2017	Plan 2017	Actual 2016
Salaries, pensions and social security contributions			
Gross salary	805,685	820,350	795,682
Social security contributions	137,040	147,650	128,281
Pensions	44,792	40,947	45,728
Subtotal	987,517	1,008,947	969,691
Other personnel costs			
Temporary staff	-	7,500	1,755
Staff recruitment	333	-	-
Commuting	16,745	21,500	21,067
Other	29,093	41,500	20,697
Subtotal	46,171	70,500	43,519
Property costs			
Rent incl. service	52,577	53,000	52,091
Removal costs	878	4,200	792
Other	2,008	1,000	3,509
Subtotal	55,463	58,200	56,392
Office costs and general expenses			
ICT support	16,543	23,500	18,484
Legal advice	2,992	-	3,141
Work and travel	3,225	8,000	3,522
Auditor	16,407	15,000	21,000
Insurances	6,384	7,500	5,204
Board	8,683	7,500	12,444
Other office costs	53,808	57,900	48,685
Subtotal	108,042	119,400	112,480
Depreciation	25,705	30,000	21,482
Direct Costs Allocation	1,846,843	2,120,953	1,520,571
Own activities	310,794	384,000	358,300
Total Expenditure	3,380,535	3,792,000	3,082,435

Expenditure (2) (in €)

	Actual 2017	Plan 2017	Actual 2016
Balance of financial income and expenses			
Dividend, Interest	488	-	610
Bank costs	-1,695	-	-2,017
Currency loss/gain	-678	-	3434
Subtotal	-1,886	-	2,028

The overview above matches the Explanation of Cost Allocation

The table on page 47 explains cost allocations per category of expenditure against major allocation headings such as Campaigning, Advocacy & Research, Communication & Public Information. Programme support to partners in the South, Acquisition of Income and Management and Administration. In this table direct and indirect costs are based on time of writing by staff. These costs include direct programme costs.

Direct Programme Costs

Min of Foreign Affairs FGG II	€ 1,215,380
Min of Foreign Affairs HR Fund	€ 110 390
Other non profit organisations and emergency contributions	€ 373,423
ActionAid International contribution	€ 97,650
ActionAid International emergency Horn of Africa	€ 50,000
	€ 1,846,843

Details of Cost Allocation (in €)

Mission Objectives (86%)								Cost of Acquisition (11%)			Overhead (3%)		Actual 2017	Plan 2017	Actual 2016	
Campaigning, Advocacy & Research		Communication & Public Information	Programme support to partners in the South	Voluntary fundraising	Third -party	Institutional Fundraising	Management & Administration	Total								
Direct programme costs	61,231	22,413	1,677,117	26,319	-	26,861	32,900	1,846,843							2,101,000	1,520,571
Own activities	-	163,551	-	147,243	-	-	-	310,794							384,000	358,300
Salary costs incl social security and pension	370,830	161,725	299,611	100,928	-	37,252	63,343	1,033,688							1,020,000	1,013,210
Other staff costs					-										71,000	
Property costs	19,897	8,677	16,076	5,415	-	1,999	3,399	55,463							57,000	56,392
Office costs and general expenses	38,760	16,904	31,316	10,549	-	3,894	6,621	108,042							129,000	112,481
Depreciation	9,222	4,022	7,451	2,510	-	926	1,575	25,705							30,000	21,482
Total	499,939	377,292	2,031,570	292,964	-	70,932	107,837	3,380,535							3,792,000	3,082,435
Expenditure (in %)	15%	11%	60%	9%	-	2%	3%									
Plan 2017	568,800	417,120	2,275,200	341,280	-	75,840	113,760	3,792,000								
Actual 2016	526,274	418,035	1,696,395	291,176		73,354	77,201	3,082,435								
Plan 2018	555,527	420,752	2,265,585	326,710		79,102	120,259	3,769,935								

Board and director costs (in €)

Expenditure for the board (under office administration and general costs) consists of meeting and representing costs. All board members are unpaid volunteers. No loans, advances or guarantees were given to the executive director nor to any board member. The Executive Director's salary is determined by the board; €91,799 in 2017. ActionAid follows the Advies Regeling Beloning Directeuren van Goede Doelen Nederland and VFI, 2011 (Advice remuneration NGO's directors, VFI 2011) The guidance gives advice on a maximum amount for annual income. This weighted criteria led to a BDS score of 370 with a maximum annual income of €91,871. With this publication we meet with the Law on the Standard on High incomes (WNT). This standard for Gross salary + Pension is max. €168,000.

R. van den Hurk - Executive Director

Duration of the contract	fixed
Working hours / week	36
Part time %	100
Period	1/1-31/12

Gross salary	82,125
Holiday allowance	6,570
Year-end allowance	3,104
Annual income	91,799

Maximum salary according to BDS norms	91,871
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Difference	72
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Pension	10,638
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Total costs 2017	102,437
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Maximum costs according to WNT norms	168,000
Total costs 2016	102,056



In 2017, ActionAid co-facilitated a mission between coal mining companies, South African and Dutch government officials, Dutch utility companies and a community member from South Africa, during which we advocated for responsibility in the coal supply chain.

2.7 | Budget 2018 (in €)

Income	Plan 2018	Actual 2017	Actual 2016
Income from private individuals	896,000	923,320	968,000
Income from companies parties	10,000	2,036	10,000
Income from Government subsidies	2,388,376	2,229,632	2,532,000
Income from other non-profit organisations	420,100	396,138	320,000
Total Income	3,714,476	3,551,125	3,830,000
Expenditure	Plan 2018	Actual 2017	Actual 2016
Related to mission objectives			
- Campaigning, Advocacy & Research	557,527	499,939	625,000
- Communication & Public Information	420,752	377,292	375,000
- Programme support to partners in the South	2,265,585	2,031,571	2,289,000
Subtotal	3,243,864	2,908,802	3,289,000
Acquisition of income			
- Cost of voluntary fundraising	326,710	291,176	326,000
- Cost related to government subsidies	79,102	73,354	86,000
Subtotal	405,812	363,896	412,000
Management and administration	120,259	107,838	91,000
Total Expenditure	3,769,935	3,380,536	3,792,000
Balance before financial income and expenses	-55,459	170,589	38,000
Financial income/expenses	-	-1,886	-
Surplus/deficit	-55, 459	168,704	38,000

LIST OF ABBREVIATIONS

AAI	ActionAid International
ANBI	Algemeen Nut Beogende Instelling
CBF	Central Bureau on Fundraising
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
CSW	(UN) Conference on the Status of Women
FFS	Farmer Field School
FGG	Fair Green and Global
FGM	Female Genital Mutilation
FMO	Financierings Maatschappij voor Ontwikkelingslanden
HRBA	Human Rights-Based Approach
HRD	Human Rights Defender
HRF	Human Rights Fund
IANRA	International Alliance on Natural Resources in Africa
IMF	International Monetary Fund
INGO	International Non-Government Organisation
M&E	Monitoring and Evaluation
MFA	Ministry of Foreign Affairs
MP	Member of Parliament
NGO	Non-Government Organisation
NiZA	Nederlands instituut voor Zuidelijk Afrika
PRRP	Participatory Reflection and Review Process
SDG	Sustainable Development Goal
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VGGT	Voluntary Guidelines on the Responsible Governance of Tenure of Land, Forests and Fisheries
WAMUA	Women Affected by Mining United in Action
WFS	Women's Friendly Spaces
ZCDC	Zimbabwe Consolidated Diamond Company
ZELA	Zimbabwe Environmental Law Association

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INDEPENDENT AUDITOR'S REPORT

To: the Management Board of Stichting ActionAid in Amsterdam,
The Netherlands.

A. Report on the audit of the financial statements 2017 included in the annual report

Our opinion

We have audited the financial statements 2017 of Stichting ActionAid based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting ActionAid as at 31 December 2017 and of its result for 2017 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2017;
2. statement of income and expenditure for 2017; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing Auditing as well as the Policy rules implementation WNT, including the Audit Protocol WNT. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting ActionAid in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the Board's report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of the Board for the financial statements

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT). Furthermore, The Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.



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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, as well as the Policy rules implementation WNT, including the Audit Protocol WNT, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Amsterdam, 20 April 2018

Dubois & Co. Registeraccountants

Signed on original by
A.P. Buteijn RA





Ministerie van Buitenlandse Zaken



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