

Review and Capacity Assessment of Action Aid Denmark – Mellemfolkeligt Samvirke

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Table of Contents

Executive summary	V
1. Introduction	1
1.1. Overall objective.....	1
1.2. Methodology	1
2. Strategic and institutional level	2
2.1. AADK and the AA Federation - integration, influence and value-add.....	2
2.2. AADK in Denmark – vision and engagement.....	5
3. AADK governance and organisational capacity	6
3.1. Governance – Board form and function	6
3.2. Management – Secretariat form and function.....	6
3.3. Organisational management systems.....	8
3.4. Resourcing, staffing and capacity building.....	9
3.5. Safety & Security and Safeguarding	10
4. Partnership approach	11
4.1. Partnership policies and agreements.....	11
4.2. Division of roles in programme partnerships	12
4.3. AADK partners and selection	13
4.4. Capacity development through AADK modalities	14
4.5. Capacity development through AACO's	14
4.6. Partner share of SPa funds and Localisation.....	15
4.7. Partnerships with the private sector	16
4.8. Innovation	17
5. Programme results and capacity	17
5.1 Results of sampled AADK programmes	18
5.1.1 Verification and assessment of results in Kenya 2014-2017	18
5.1.2 Verification and assessment of results in the Global Programme 2014-2017.....	19
5.1.3 Tentative results in Gaza 2018	19
5.2 AADK programming capacity – HUM and CIV	20
5.2.1 Programme analysis.....	20
5.2.2 Programme design.....	21
5.2.3 Duty bearers and humanitarian principles.....	22
5.2.4 Result frameworks.....	23
5.2.5 Programme management and thematic support.....	23
5.2.6 Monitoring, Evaluation and Learning	25
5.2.7 Accountability & Core Humanitarian Standard (CHS).....	26

5.2.8	Sustainability.....	27
6.	Financial Management.....	28
6.1.	Overall financial management set-up at AADK.....	28
6.1.1.	Staffing capacity.....	28
6.1.2.	Internal control environment.....	29
6.1.3.	Internal and external control activities.....	30
6.2.	Financial control, monitoring and capacity building at partner level.....	31
6.2.1.	Financial management capacity of AAK and AAP.....	31
6.2.2.	AADK’s financial monitoring of partners.....	31
6.2.3.	External financial audits at partner level.....	32
6.2.4.	Capacity building of partners.....	32
6.3.	Policies and procedures reflecting cost-consciousness.....	33
6.4.	Anti-corruption policy and reporting mechanisms.....	34
Annexes		36
Annex A: Terms of reference.....		36
Annex B: List of persons met.....		47
Annex C: List of documents.....		51
Annex D1: The Kenya sample.....		59
Annex D2: The Global Programme sample.....		64
Annex D3: The Palestine Sample.....		68
Annex E: Allocation of the 2018 SPa budget.....		72
Annex F: Follow-up on Danida Review 2014 and Financial Monitoring Visit 2016.....		74
Annex G: AADK Capacity Assessment and Review 2019.....		84

List of acronyms

AA	ActionAid
AACO	ActionAid Country Office
AADK	ActionAid Denmark (Mellemfolkeligt Samvirke)
AADK modalities	These refer to People4Change, Global Platform and TCDC, which are capacity development resources brought into the AA Federation by AADK
AAI	ActionAid International
AAP	ActionAid Palestine
AAU	ActionAid Uganda
ARI	Action Aid Arab Region Initiative
CBO	Community Based Organisation
CHS	Core Humanitarian Standards
FA	Frame Agreement
FAC	Finance and Audit Committee
FLT	Federation Leadership Team
GAC	Green Amendment Campaign
GBV	Gender Based Violence
GP	Global Platform
GRPS	Gender Responsive Public Services
HAP	Humanitarian Accountability Partnership
HRBA	Human Rights Based Approach
IHART	International Humanitarian Action and Resilience Team
IP	International Platform
ISA	International Standards of Auditing
MFA	Ministry of Foreign Affairs
MS	Mellemfolkeligt Samvirke
LGBT +	Lesbian Gay Bi-sexual Transgender (and other sexual identities)
LRP	Local Rights Programme
MEL	Monitoring, Evaluation, Learning
NWSC	National Women's Steering Committee
OH	Outcome Harvesting
PANT	Participation, Accountability, Non-discrimination and Transparency
PME	Performance Monitoring Evaluation
RRI	Programme related Information
PRRP	Participatory, Reflection and Review Processes
PSU	Programme Support Unit
SDG	Sustainable Development Goals
SPa	Strategic Partnership agreement
S&S	Safety & Security
RT	Review Team
TCDC	Training Centre for Development Cooperation
ToC	Theory of Change
ToR	Terms of Reference

Executive summary

Introduction

The overall objective of the Capacity Assessment/Review (hereafter the Review) is to assess the capacity and performance of ActionAid Denmark (AADK) in delivering results under its engagement with the Ministry of Foreign Affairs (MFA). The Review has been requested a) to assess AADK's overall strategic, programmatic, organisational/administrative and financial management capacity with a view to achieving the results put forward in the application to the MFA and as subsequently specified in the documentation approved by the MFA. The Review has also been asked b) to assess and validate, based on a sample, results documentation by AADK from the period 2014 – 2017 as well as to assess AADK's compliance with relevant guidelines and requirements.

Main conclusions

Strategic level

AADK is successful in leveraging its priorities into and through the Action Aid Federation (AA). The value-addition is a two-way process. AADK has gained access to global-level advocacy, networks and social movements, and to the humanitarian expertise of AA's International Human Action and Resilience Team (IHART). The strategies of Action Aid International (AAI) and AADK are aligned, and overall there is a considerable degree of coherence and integration. With its considerable size and footprint, financial and human resources and infrastructure, as well as engagement in the governance of the Federation, AADK is considered a major contributor. AADK is an engaged and influencing actor in the Federation through delegations from AAI (capacity building, governance, civic space), programmes, activism and capacity-building modalities, and AADK's particular expertise, i.e. governance, strong target-group focus on youth and Human Rights Based Approach (HRBA). The value addition of AADK is, as of yet, less pronounced in the humanitarian field.

AADK has an impressive approach to and presence in its engagements in Denmark. AADK focuses on and is successful in terms of supporting activism, advocacy and mobilisation of young people in particular. The organisation links this work to the international engagement, for example in terms of information about and advocacy for the Sustainable Development Goals (SDGs). AADK's approach is valued by the organizations interviewed for the innovative methods for "organising" and learning.

The AADK Board pro-actively sets the overall strategic direction for the organisation. The Board has a Finance and Audit Committee, which ensures that the Board has a financial overview, however, this Committee is not equipped with the financial expertise necessary to provide adequate control and oversight. A new Dashboard is being put in place to improve management information to the Board.

Organisation and management

AADK is driven by commitment and engagement. The organisation operates with a value-based management system based on delegated and decentralized decision-making, which relies on trust and some controls. AADK has both organisational capacity and management to deliver on the objectives set by the organisation. There is, however, a need for consolidation, simplification and optimising of systems, and internal coordination flows may need to be reviewed as well.

AADK has basic organisational systems in place. Some improvements have been made in recent years; but there is a need for more concerted efforts to address existing gaps and shortcomings, e.g. risk management, and to come up with more integrated solutions, e.g. for financial and project management.

AADK recognises the need to strengthen organisational systems, and some initial steps towards an “Operational Reboot” have been taken, but more focus and follow-through in this area is required.

AADK appears to be adequately resourced with competent staff but does not have a holistic staffing plan to ensure that resourcing of SPa related functions are assessed against required skills sets, cost effectiveness and meeting the needs in all parts of the organisation. Currently some functions are under-resourced, such as financial management and the management of humanitarian assistance, despite the fact that there has been considerable staff increases in the last two years. A holistic and strategic staffing plan is required. A well-developed system of onboarding and staff competence development is in place, although training relating to humanitarian action has so far been limited and should increase.

AADK’s safety and security set-up, anchored with the head of People and Systems Development, is fully dependent on the quality of implementation of these protocols at the AA country office (AACO) level. The implementation of these is somewhat relaxed at the AACO level. AADK should consider how it will ensure that safety and security protocols are implemented in the countries where it works. In terms of safeguarding, AADK is in the process of developing and rolling out relevant and appropriate policies and improve practices. These efforts should be continued.

Partnerships and capacity development

AAI and AADK have clear partnership policies and tools, clear roles and responsibilities. Standardised agreements for partnerships are in place in the sampled countries. AADK is generally good at selecting strategically relevant and competent partners. The samples showed that local partners in Kenya and Gaza are central actors in civil society. In Kenya, AA Kenya (AAK) is also a civil society actor in its own right. Partnerships gradually focus more on networks, coalitions and social movements, which align with AADK’s current strategy. In Gaza, AA Palestine (AAP) works with few strong partners, and there is a focus on developing community committees. Partners’ programming and advocacy is prioritised by AADK, but partners’ organisational development needs, e.g. in terms of financial management, programme administration and fundraising, need more attention, also to support financial sustainability.

AADK has a comprehensive and effective approach to capacity building through its “modalities” (Global Platforms (GPs), Training Centre for Development Cooperation (TCDC), People4Change) for civil society organisations, social movements and youth networks in particular. In agreement with AAI, the modalities are increasingly being integrated into the Federation structures, and the GPs are being transferred to AACOs. While there is considerable focus by AADK and AACO’s on capacity building methodologies that promote empowerment and on reaching programme objectives, there is not a stringent roll-out of organisational capacity assessments and capacity development plans in country contexts. This includes lack of consistency and timeliness of assessments that should result in capacity development. This is an area for improvement.

The share of funds transferred to non-AA partners seems low, especially under the CIV-funded programme, but it should be noted that partners benefit from AADK’s capacity building resources, which are budgeted for as part of the transfers to AACOs. AADK is about to conduct a comprehensive mapping of all income and costs in the organisation, including with a view to create a better understanding of money flows. This exercise also offers a welcome opportunity to look at expenditure at the local level and to reflect on financial support to civil society beyond the AA-structure.

Results

AADK has a solid capacity to deliver quality results against stated objectives in the two reviewed CIV programmes (Kenya and the Global Programme). The case studies indicate that AADK has been

successful in terms of delivering and documenting results, and in effectively supporting the development of local civil society in Kenya. The success in the two programmes rests on different factors. In Kenya, success has relied on a strong AAK partner, which has a well-developed programme relevant to local context and based on strong local partners. This has been supplemented by a well-established and well-functioning partnership between AADK and AAK, and the modality support provided from AADK. In the Global Programme, success has to a large extent rested on the strong and long-term governance experience of AADK and AADK's leading role in ActionAid global implementation platform on Democratic Governance (International Platform 2).

Programme capacity

The AA method of programme analysis and design is based upon communities identifying their own needs and analysis of conflict sensitivities. The quality of programme analyses in the sample is adequate, but with weaknesses noted in terms of stakeholder analysis and in particular in the humanitarian context. The sampled CIV and HUM programmes are generally well designed and targeted, although with design weaknesses in the humanitarian field. The sampled Theories of Change (ToCs) and results frameworks under the SPa are comprehensive and of good quality. There is a clear link to expected outcomes, and they show alignment with the AAI Strategy 2018-2028 and the AADK strategy 2018-2022. The global results framework on the SPa presents a useful and representative tool for tracking and communicating results. AADK and AACO partners have a strong track record of integrating HRBA and manage humanitarian principles well so far.

AADK is new to humanitarian action, and although the elements of an approach and a relevant programme is being built, there are shortcomings in the implementation of the sampled Gaza programme to date. AADK's core expertise as a civil society organisation is not yet fully operationalised into the humanitarian action, and a deeper AADK humanitarian understanding and "hands on" approach will be key for the programme to deliver against objectives. The programme stretches the boundaries of AADK's core areas of expertise, and the organisation does not seem adequately resourced to be able to deliver on all aspects. In Gaza, AADK/AAP has good partners that have demonstrated results. However, the value-added of AADK and AAP vis-a-vis the partners must be developed further, and the engagement with the cluster coordination system is limited, despite the programme's intended focus on this area.

AADK has a clear programme management structure in place for the SPa, which seems to be working reasonably well. A management check of the newly formed structure could be of value though. AADK is generally well resourced to support programmes in terms of content, particularly on the civil society side. The capacity is less pronounced in the humanitarian field, and although the relationship with IHART seems to function well, it was noted that the IHART support to review the programme's progress and challenges should have arrived sooner in the Gaza programme launch.

AADK has a well-functioning Monitoring Evaluation and Learning (MEL) system and significant resources have been invested in enhancing MEL capacities. An Accountability Unit has been established and a short practical guide to AACOs on planning, monitoring, evaluation and learning with key attention on adaptive programming has been developed. Standardised and user-friendly reporting formats accompany the MEL system for country programmes and for global programmes. The responsibility of implementation of programme activities lies with the AA country offices, as does day to day programme monitoring. The results monitoring by the country offices seems generally satisfactory, although technical support in Gaza is challenged by access constraints. However, AADK only to a limited extent carries out in-country monitoring of results. A higher frequency and a clearer agenda for in-country visits would allow AADK to effectively validate the quality of results reported by COs.

Despite AADK’s focus on improving accountability in the sector, neither AACOs nor local partners comply fully with the accountability framework on complaint mechanisms and anti-corruption. AADK should invest in this and be attentive to the importance of proper role modelling. AADK is on track to receive the Core Humanitarian Standard (CHS) group verification by November 2019. In terms of sustainability, the review found evidence of both successes and challenges in building partners and change agents’ capacity to hold duty bearers independently to account.

Finance and administration

The financial management capacity and financial systems of AADK have been strengthened over the past five years, and basic control routines are in place. At the same time, there are still gaps and capacity constraints in terms of staffing and the internal control environment, including in relation to Board oversight, financial monitoring and IT systems.

While AADK partners generally have basic financial control routines in place, the overall capacities in terms of staffing, structures and systems – and hence the quality of the internal control environment – vary significantly. Partner weaknesses are to some extent detected through AAI’s internal audits, but these audits are infrequent and do not necessarily include AADK’s partners. The recommendations provided to AADK by the 2014 Review and the 2016 Danida financial monitoring visit to increase the frequency of its own financial monitoring visits have not been adequately followed-up on, partly due to staffing constraints in the Finance Team.

AADK has a systems-wide practice of promoting cost-efficiency, as reflected in budgeting, procurement, salary levels and travel regulations. While the share of administration and staffing costs on the SPa appear not unreasonable, there is cause for a continued dialogue between MFA and AADK on ways to promote *cost-effectiveness*. As elaborated on above, a holistic staffing plan linked to the SPa would constitute an important basis for this dialogue. On the programme side, the findings derived from the on-going AADK pilot on Value-for-Money should also be considered.

Despite a programmatic focus on accountability and transparency and high incidence of corruption in targeted countries, anti-corruption policies and whistle-blowing mechanisms have remained under-developed. Relatively few suspicions of corruption are being reported, which suggests that awareness about corruption/fraud and existing complaints channels should be enhanced.

No	Recommendations
	<i>Organisation and management</i>
1	AADK should concretise the “Operational Reboot” in a consolidated and budgeted plan with prioritised activities and clear outputs/targets for 2019 and beyond. The reboot plan should especially consider systems strengthening in areas of project management, financial management, risk management, safety and security management, safeguarding, human resource management, if possible through integrated solutions across platforms.
2	AADK should introduce a more structured and strategic approach to resourcing, assess staffing needs in relation to its strategic plan and the SPa, and develop a holistic, long-term staffing plan in this regard that rationalizes the staff contributions towards the SPa and other engagements. Capacities for financial management and management of humanitarian assistance should be strengthened, including through competence development and/or new recruitment.
	<i>Partnerships and capacity development</i>
3	AADK should with AACOs develop and implement a system for more systematically assessing, documenting and providing for the organisational capacity building needs of partners. This

	should consider not only programmatic needs, but also organisational support needs. Capacity development plans should ensure learning objectives and should be linked to partner sustainability plans. AADK should also ensure that partner vetting (initial assessment) is consistently applied, documented and retained.
4	AADK should review financial flows and distribution of costs within programmes with partners – and consider ways of increasing the share of the budget transferred to non-AA partners and expenditures made on behalf of partners with limited absorption capacity (e.g. social movements).
	<i>Programme results and programme capacity</i>
5	AADK should review and strengthen its humanitarian programmes. This should include a clearer mapping of the cluster system and other humanitarian actors working in the same space, articulation of alignment where relevant with broader cluster initiatives, and a stronger theory of change for how to influence the cluster system. AADK should consider to articulate an AADK humanitarian vision or “signature” and consider how this can be aligned around AADK’s core areas of strength and capacity, based on experiences from the current HUM programme.
6	AADK should reinforce its humanitarian “hands-on” operational capacity at head office to ensure the ability to engage more closely in humanitarian programming through strengthened analysis and closer programme support, monitoring and oversight. The collaboration with IHART should be reviewed to ensure that timely IHART support is provided to all the humanitarian programmes on a regular basis, including an immediate inception visit to each HUM programme if/where not already conducted.
7	AADK should strengthen its monitoring set-up, both in terms of programmatic monitoring and financial monitoring. This involves increasing AADK’s in-country monitoring frequency, particularly in high-risk programmes. The monitoring methodology should be strengthened with regard to verification of quality of results, and identification of capacity constraints that may require AADK support. The methodology should include check lists on finances, quality delivery and risk management. Programme monitoring should also include monitoring of risks.
	<i>Finance and administration</i>
8	AADK should further strengthen the Board Finance and Audit Committee and the AADK Finance Team, specifically with a view to support the implementation and financial monitoring of the SPa, including the HUM programme.
9	AADK should develop a comprehensive procurement policy with process descriptions and specific methods and standards for procurement, HR, and risk management, and secure early transition to a new integrated financial management/project management system.
10	AADK should ensure that local audits are carried out in line with the MFA audit instruction and, although not an MFA requirement, consider providing funding to AA partners for SPa-specific project audits.
11	AADK should, apart from ensuring the full implementation of its own anti-corruption and whistle-blowing policy, ensure that all partners have similar policies and reporting mechanisms in place, and that related partner training is provided at all levels.

1. Introduction

1.1. Overall objective

The overall objective of the Capacity Assessment/Review (hereafter the Review) as outlined in the Terms of Reference (ToR) is to assess the capacity and performance of ActionAid Denmark (AADK) in delivering results under its engagement with the Ministry of Foreign Affairs (MFA). More specifically, the Review has been requested a) to assess AADK's overall strategic, programmatic, organisational/administrative and financial management capacity with a view to achieving the results put forward in the application to the MFA and as subsequently specified in the documentation approved by the MFA. In addition, the Review has been asked b) to assess and validate, based on a sample, results documentation by AADK from the period 2014 – 2017 as well as to assess AADK's compliance with relevant guidelines and requirements. In accordance with the ToR, the Review also included an integrated MFA financial monitoring visit of AADK.

1.2. Methodology

The Review is based on desk (document) assessments, interviews with AADK and relevant stakeholders in Denmark and two field visits. It is based on a *sample* of three programmes under the Strategic Partnership Agreement, which includes: Kenya, Palestine (limited to the humanitarian engagement) and the Global Programme on Participatory Democracy and Youth Representation (hereafter the Global Programme). The sampled programmes were given from the ToR. The field visits in Kenya and Palestine aimed to assess performance, compliance and validate findings from the desk study and Copenhagen interviews by looking at selected projects implemented by the ActionAid country offices¹. The sampled country programmes were purposefully selected with a view to assess the breadth of AADK's capacity across the SPa deliverables. Kenya represents a “strong” AA country, with a longstanding partnership with AADK and extensive in-country experience in civil society programming. Palestine, conversely, represents a smaller and less formalised programme, with SPa humanitarian programming that is entirely new to AADK. This span allowed the Review to assess capacity across the breadth of AADK country partners. At the same time, it also presents a limitation in terms of extrapolating commonalities from the two countries to generalize findings to the organisation as a whole. The RT has therefore triangulated field findings with further interviews and document research where necessary to support findings.

The lists of persons interviewed, and documents reviewed can be found in Annexes B and C. Findings from the three sampled programmes are elaborated on in Annex D (D1, D2 and D3, respectively). Annex E includes an overview of AADK's allocation of the 2018 SPa budget. Annex F presents the recommendations and follow-up actions from the review conducted in 2014, and Annex G presents the matrix of recommendations from the present review.

The Review was conducted by Andreas Ring, Chief Technical Adviser, Ministry of Foreign Affairs, Team Leader, and a team of external consultants from Nordic Consulting Group: Anne-Lise Klausen, Lone Bildsøe Lassen and Jonas Lövkrona. Head of Section, Sisse Christensen from the Department for Humanitarian Affairs, Migration and Civil Society (HMC) participated as resource person during the field trip to Kenya. The team is grateful for the highly professional support and engagement by the staff in AADK, ActionAid Kenya (AAK), ActionAid Palestine (AAP) and ActionAid International (AAI) as well as the other partners and stakeholders met. The views expressed in the report are those of the Review Team (RT).

¹ See ToR in Annex A.

2. Strategic and institutional level

This chapter covers the strategic and institutional context and performance of AADK *internationally*, within the AA Federation particularly, as well as *nationally* within the Danish context.

2.1. AADK and the AA Federation - integration, influence and value-add

AADK joined the ActionAid Federation (AA) in 2008 and became an Affiliate member in 2010². Members of AA are categorized as Affiliates and Associates; the latter member category consists of the countries, which are in the process of becoming Affiliates. AA works in more than 45 countries worldwide and operates with a federal model with a two-tier governance structure, comprising an Assembly and International Board supported by a Secretariat. The Federation Leadership Team (FLT) provides executive leadership for the Federation as a whole and is delegated to take management decisions and set priorities for issues that may affect all AAI members, country programmes and membership. The leadership team is, therefore, a very important influencing platform. *The RT notes that AADK is well positioned in the Governance structure of AAI*, with the AADK Secretary General position in the FLT as one of two leaders from Europe. This signifies both engagement and influence of AADK in the Federation governance structure.

At the *strategic* level, there is overall coherence between the AAI strategy, the AADK strategy and the SPa, - also in the area of humanitarian action. The RT notes that a well-timed process flow and active engagement by AADK in the drafting of the AAI strategy were key enablers for this strategic coherence. When the current AAI strategy 2018-2028 was formulated in 2015-2016, the now former AADK Secretary General was closely involved in the formulation. Following the AAI strategy process, AADK formulated its current strategy³ (hereafter AADK Strategy (2018-2028)), which could then build on key aspects of the AAI strategy. The AADK Strategy particularly contributes to the common global work in the following areas: youth and women focus; promoting democratic participation; building stronger democratic institutions; and documentation and analysis.⁴ The formulation of the SPa application is also developed on those strategic elements.

In addition to the strategic coherence, the Agreement between AADK and AAI signed in 2012 emphasised AADK's *strategic influence* in engagement with youth (for example, developing models for supporting and connecting locally rooted youth hubs and initiatives and global youth movements) and mainstreaming of a Human Rights Based Approach (HRBA). The most recent Agreement between AADK and AAI signed in 2018 also puts special emphasis on AADK's support to the Federation in exploring innovative ways for AA to work, i.e. organising and convening, and working with alliances and networks. Thus, AADK has managed to position itself as an important partner at the strategic level, and *the RT finds that AADK is recognized within the Federation for its strategic contributions* such as promoting democratic governance and youth engagement. The inclusion of youth as a target group is a significant contribution of AADK to the strategic direction of the Federation.

At the *programmatic* level, the RT notes that *AADK is similarly well-integrated in the AA federation and recognized for its contributions*. The International Platforms (IP) in the AA federation provide relevant arenas for delivering on AADK's programmatic priorities, including with regard to the new engagement with the

² Mellemfolkeligt Samvirke AADK is one of the oldest organisations in Denmark working within international development. In 2019 it will celebrate 75 years of existence.

³ Mellemfolkeligt Samvirke AADK: Together for a Just and Sustainable World, Mellemfolkeligt Samvirke/ActionAid Denmark's Strategy 2018-2022 (2017).

⁴ Ibid, p3.

humanitarian resilience platform. The Federation has four International Platforms, which have the mandate and decision-making power to take responsibility and be accountable to the Federation for leading on delivering the priorities and key areas of focus within the AAI strategy. These platforms are the primary mechanisms for integrating programmatic plans across the AA countries. Each platform has a number of actively engaged Affiliates, and resources for implementation of the platform's work are mainly drawn from the members⁵. In addition, AAI provides technical advisers. AADK is well represented on the platforms as a member of IP1 on women's rights, IP2 on Democratic Governance, and IP4 on Humanitarian Resilience. IP2 was actually delegated to AADK from 2014-2017. In IP4, AADK participates in developing broader AAI approaches to protection, resilience, livelihoods, youth and accountability in protracted crises and emergencies. Finally, AADK is on the Youth Working Group, a cross-cutting group that works across the IPs to strengthen youth engagement.

Within these IPs, AA Members can take a delegation leadership role in particular work streams under an IP, where leadership of the work stream is "delegated" to members in a formalized arrangement. AADK holds formal delegations on Shrinking Space under IP2, together with AA Uganda (AAU) and AA Sweden, and on Establishing and facilitating a Youth Community of Interest together with Bangladesh under the Youth Working Group. See BOX 1 for an overview of AADK's delegations. *The RT finds that these delegations are useful and relevant mechanisms for AADK to exert influence into AA, demonstrate its value and build strong relationships into AA*, for example by building up governance and youth as core thematic areas of focus within the Federation. AADK has seized the opportunities that delegations offer within the Federation and is recognized internally for its contributions and footprint here. As a relatively large member, and with dedicated Danida funding to support its global programme priorities (e.g. Democratic Participation), AADK is in a good position to continue to exert influence and add value into the system in this manner. This was also a key finding from the review of the Global Programme (see section 5.1).

As examples of specific *programmatic contributions*, AADK has played an instrumental role in mainstreaming the HRBA in the Federation through training. The role of Inspirators and Advisors from the People4 Change modality and the training at TCDC was highlighted as a step change for AAI. Participatory and inclusive planning has also been infused by AADK into the Federation, and AADK has given more substance to innovation. AADK has also added value in the development of the Monitoring Evaluation and Learning (MEL) system of AAI, and most recently in the introduction of Outcome Harvesting (see section 5.1.3). AADK also provides some support towards *humanitarian action* and has engaged in global AAI humanitarian processes, for example in resourcing and pushing the CHS-verification process for a group of 11 members. Humanitarian action, is however, an area in which AADK relies on AAI and benefits from membership of a global organisation rather than the other way around. IHART brings needed humanitarian expertise, technical capacity and access to rosters for the deployment of experts to humanitarian programmes, which AADK can benefit from in e.g. Gaza. In humanitarian action, the RT finds that AADK is *off to a good start* in terms of alignment with the AAI humanitarian strategy and building good relationships with IHART as the central mechanism, although more work needs to happen here.

Another AADK value-addition highlighted in interviews is the access to longer-term *institutional funding*. AADK has brought long-term programmes funded by an institutional donor (Danida) into the Federation at a larger scale than any other member. Institutional donor partnerships now operate side by side with the traditional "child sponsorships" funding, implemented through so-called Local Rights Programmes (LRP), which used to be the main activity of AA. Through the SPa financing and previously through the Frame Agreement (FA), AADK can contribute toward and strategically influence country

⁵ An affiliate member must allocate 20 percent of staff time by its "lead person" towards the IP that members have signed up to. Staff time from the Country Director or Senior Management Team representative is also a requirement.

programmes and bring in dedicated capacity-building approaches and tools. AADK on its part has, through the AA Federation, gained access to AACOs, their partners and networks as well as the AACO infrastructures, which presents a cost-effective approach for AADK programming. Bringing institutional donor funding into AA was highlighted in AAI interviews as a significant AADK value-addition, as AAI had limited experience with and strategic focus on institution donors, which AADK has helped to influence⁶.

Conversely, *AADK also benefits* from being part of a wider Federation. Apart from the cost-effectiveness considerations and the IHART contributions in humanitarian action already mentioned above, AADK gains a critical advocacy platform, where they can access and conduct advocacy in regional and global spaces (such as the UN, AU and SADC) which previously were much less accessible. Key areas of documented global advocacy – where AADK has been able to raise advocacy to a global level through the Federation and have a global voice – are inequality (land rights) and international tax evasion (which contributes to global inequality). AADK has also gained access to a global network of countries to work with via IP2, and AADK can benefit from the members' experience with and evidence on rights violation (see section 5.3.2.). *Thus, the RT finds that the integration into the Federation is a game changer with regard to AADK's access to global outreach and platforms for advocacy, and AADK is capitalising on these opportunities.*

BOX 1: Value of AADK delegations from AAI

AADK takes on delegations from the Federation to succeed in influencing and supporting the implementation in topical areas that are key to the AADK's strategy, experience and expertise. AADK makes considerable contributions to strengthening democratic governance and civil society's rights and space for example in countries where civil society space is under threat.

FA 2013-2017

Capacity Development delegation (2012-2016). The Capacity Development delegation was the first delegation for AADK, and other members could ask for the modalities and training resources brought into the Federation by AADK, such as People4Change (P4C), training at the Training Centre for Development Cooperation (TCDC); and Global Platforms (GP). The modalities have been developed by AADK, and the delegation aimed inter alia to introduce the modalities to members of the Federation. Steps of integration have been continued after the delegation ended. The RT notes that the value of the modalities seem to be viewed positively by Federation members, the actual integration seem less straightforward (discussed in section)

Democratic Governance 2014-2017, with a sub-delegation on *Shrinking Political Space to the Uganda Country Office* (2015-2016). AADK was asked by the Federation leadership to help bring democratic governance squarely into the current AAI strategy, and the delegation served inter alia to build capacity among members and position governance in the drafting of the AA Strategy (2018-2028).⁷ The RT noted that federation members have found that AADK has played an instrumental role in strengthening the work on democratic governance and youth in the Federation. Youth has become a specific target group both in the Global Programme and in a number of country strategies, in the case of this review exemplified in the Kenya country programme, which through the Global Platform focuses on youth engagement, human rights defenders and supporting coalitions for example of LGBT+ and young peoples' engagement in the campaign of protecting rights in the Constitution (see Annex D1).

SPa 2018-2022

Currently (under the SPa) AADK holds a delegation of *Institutional Resilience* together with Sweden and Uganda. This delegation builds on the Shrinking Political Space delegation (2015-2016) and is an important platform for supporting civil society organisations and networks under pressure from a crackdown by Duty Bearers and individual Human Rights Defenders.

The Youth Community of Interest delegation is held together with Bangladesh. This is a recent delegation, and it is expected that this will further strengthen AADK's leading role in youth engagement and activism.

⁶ Currently the AA income based is roughly 50/50 between institutional donors and child sponsorships.

⁷ ActionAid: Action for Global Justice (2018-2028), hereafter AAI Strategy (2018-2028).

2.2. AADK in Denmark – vision and engagement

In Denmark, AADK has an impressive approach and presence. AADK has focus on and is successful in terms of supporting activism, advocacy, and mobilization of young people in particular. AADK has strategic focus “on fighting for social justice”⁸ and this is the backbone of the range of activities in Denmark, which includes activism against racism and discrimination; support to volunteer groups especially engaged around topics of exclusion; and tax evasion issues. AADK avails, for example, physical meeting space and training in organising, leadership and sharing of experiences. There is specific focus on support and working with groups of young people. The organisation links this work to the European level and to the global level for example in the information about and advocacy for the SDGs.

AADK appears, though from a very narrow sample of activities, to provide *relevant and valued information interventions* in Denmark. AADK also appears to be *well positioned and visible* within the Danish society, from a small sample of RT interviews. The RT specifically looked at the AADK engagement in the SDGs⁹, a web based platform on the SDGs aims to give teachers and students participating in a Class of the World at high school level (*Verdensklasse*) opinions and competence to act in relation to SDG implementation¹⁰. The partnership includes UNDP’s Nordic Office; Global High Schools (Globale Skolepartnerskaber) and AADK.

AADK is also recognized for its engagement on *responsible investments and transparency* with the broader community of their clients and potential clients. Interviews with the Danish Pension Fund (PFA) showed that there is considerable respect developed between AADK and the pension fund’s Corporate Social Responsibility department, which appreciated the frank and also well-prepared dialogues with AADK. AADK is also an active member of Globalt Fokus, the umbrella organisation for Danish NGOs. This engagement spans different levels, i.e. from the Secretary General’s membership in the Governance Council (Styregruppe); engagement in Globalt Fokus’ role as a political platform; engagement in events and training. AADKs sharing of experience and resources in Outcome Harvesting was said to be particularly beneficial to others. The secretariat of Globalt Fokus also noted that AADK’s engagement strengthens the legitimacy of Globalt Fokus, because AADK is a heavyweight in Danish civil society. In the Danish public, the number of people engaging with AADK is increasing and AADK is visible on social media (see Box 2 below).

Finally, AADK’s anchorage in Danish society is also reflected in the *relatively large share of the income that is mobilised through self-generating activities, donations and campaigns*. A review of the composition of AADK’s total income for the period 2014-2017 shows an increase in the share of AADK’s “own” income (the 2018 financial accounts were not available at the time of the Review). In 2017, out of the total income of DKK 211 million, some DKK 73 million – or 39 percent – was mobilised from income-generating activities, donations, and campaigns. This is an increase from 35 percent in 2016 and 26 percent in 2015 and is an impressive result in an otherwise competitive fundraising market. Conversely, the MFA framework agreement’s share of the total income has decreased from 60 percent to 49 percent during the same period (the income data for 2018 was not available, though, and the RT notes that the reliance on MFA may increase again in 2018, due to the increase in SPa funding). Although the AADK reliance on MFA funds is still an issue of concern, the increasing share of “own” income in 2017 is a positive development, and is important for AADK’s activist image, especially in Denmark.

⁸ AADK Strategy 2018-2028, p 2.

⁹ Supported by Danida’s fund for Programme Related Information (PRI).

¹⁰ *Verdensmålene.dk*

BOX 2: SoMe and visibility in Denmark:

The number of people engaging with AADK is increasing and AADK is visible on social media. In 2018, 1420 young people were placed as volunteers through Global Contact, this number has doubled in five years. The hostel and Café in Copenhagen have more than 15.000 guests annually, engages more than 200 volunteers with different nationalities and hosts more than 200 events. The same physical space concept is starting in Aarhus; and in Odense volunteers are starting to develop SDG debates. In 2014 AADK did not engage in local democracy work in Denmark, in 2019 AADK supports local democracy activities in 7 local communities (funded by councils and charities). The number of citizens who have supported AADK financially was in 16.373 in 2015, in 2019 the number had increased to 20.072. Survey data provided by AADK shows that 67 percent of the population know about Mellemfolkeligt Samvirke and their work. AADK has more than 24.000 members and aims to reach 30.000 members. AADK had 22,558 followers on Facebook in 2015, this number has increased to 65,363 in 2019 with a high degree of interactions.

3. AADK governance and organisational capacity

This chapter covers AADK's governance (Board) and management (Secretariat) setup and capacity, the organisational management support systems underpinning these, and AADK's approach to staff resourcing, staff capacity development, safety & security and safeguarding.

3.1. Governance – Board form and function

AADK is governed by a Board of Directors elected by AADK members through the General Assembly. The bottom-up democracy and powerful voice of the members is a tradition, which continues under the AA Federation affiliation. The role of AAI in the AADK board and the role of AADK in the AAI governance structure speaks to the continued integration and mutual influencing at a strategic level. The Board meets every 1-3 months with a clear and detailed agenda and minutes are publicly available. Based on an interview with the Board Chair, *the RT finds that the AADK board is pro-actively involved in setting the overall strategic direction for the organisation*, for example through close involvement in developing the AADK strategy and in the SPa process.

The members of the Board are not appointed or selected based on specific professional competencies. This has been debated in the past but there has been a desire to maintain a democratic Board that can, for example, ensure that the organisation does not become too donor-driven. The AADK Board has a Finance and Audit Committee, which is standard in AA Board structures. This is supposed to enable the Board's financial monitoring ability, but currently the Finance and Audit Committee does not include members with the relevant profile for a control function and, although allowed for in the ToR for this Committee, it has no communication with the external auditors (see section 6.1.3.). *The RT recommends that the Finance and Audit Committee should include a financial expert and regularly liaise with the external auditor to ensure that the Board can provide effective financial governance oversight.* In order to strengthen the Board's ability to provide effective oversight generally, a new Dashboard for reporting to the AADK Board is currently being developed by the Secretariat. The plan is also to raise the level of internal knowledge of the financial flows of the organisation: the cost structure, the different sources of income, external and internal financial flows, and introduce cost recovery concepts across the organisation. The RT finds that this is a positive development in terms of strengthening governance oversight.

3.2. Management – Secretariat form and function

AADK is in a positive spiral of influence and expansion. The SPa has given new opportunities (both in terms of programming content, countries of operation and e.g. innovation focus); the engagement in Denmark takes new forms, is being scaled up and broadened; Global Contact (deployment of volunteers overseas) provides a solid own income; and the engagement with the Federation is substantial. Such

expansive developments require effective and adaptable management, and AADK has designed a flexible management system to cope with it.

Moreover, AADK has a so-called “dual focus” which is central to their management approach – described by the AADK leadership team as aiming to maintain both a *professional* and an *activist* organisation at the same time. The desire to maintain a highly activist organisation has led AADK to decentralise and delegate leadership throughout the organisation. Individual decision-making and initiative is prioritised and valued – with the aim of encouraging motivated, empowered employees and promoting initiative and activism throughout the organisation.

The AADK secretariat is managed by a Secretary-General and consists of 14 teams, organised in 4 clusters. AADK has a team structure (the smaller, red circles in Figure 1 below) with authority and initiative delegated to teams. The leadership cluster consists of five members: Secretary General, Director of Operations, International Director, National Director and Campaigns and Mobilization Director. The organisation chart is drawn in circles signalling that AADK is not a top-down managed organisation with a “traditional”, hierarchical leadership.

Figure 1: AADK organisation chart



The RT finds that the AADK management system is well suited to generate motivation and activism within the organisation. During visits, the RT observed that the AADK Board, leadership team, staff and volunteers are driven by commitment and engagement, while successfully maintaining the organisational capacity to deliver in the areas of engagement. AADK clearly places values and people at the centre; leadership is decentralized and collaboration across the organisation is encouraged. The organisation operates with a considerable degree of coordination and consensus-seeking in decision making both internally but also with AAI and AACOs. There is a strong culture of collaboration and involvement, which means that

decisions are often sought through consensus. All of this appears to build a high level of ownership and motivation among AADK staff.

On the downside, *the setup seems to generate a considerable need for (time-consuming) coordination and at times perhaps delayed decision-making.* There is a need for staff members to work across multiple teams in terms of seeking consensus and buy-in through a number of cross-cutting project groups both within AADK and between AADK and the AA Federation. Moreover, the culture of consensus and the lack of a traditional, “hierarchical” structure of decision-making seems to the RT to imply, at times, uncertainty around how or whether decisions are made. *The RT finds that AADK has the management capacity to deliver on the objectives the organisation has set, however, the RT suggests that management should be attentive to the issues highlighted here and consider ways to simplify management coordination and decision-making flows.*

3.3. Organisational management systems

The Review considered the management systems in place to support effective management. Overall, AADK has the policies and procedures in place to cover central aspects of the organisation’s operation flows and processes¹¹. There is also a range of tools and mechanisms, including IT systems, which facilitates the implementation of these policies and procedures. On the systems side, AADK has developed its own, Excel-based, Performance Monitoring and Evaluation (PME) system, which provides a tool for monitoring of goals and indicators and financial expenditures. It is linked up to Navision, but the data is transferred manually. The complaints mechanism, i.e. the dedicated email on AADK’s webpage, central register and procedures for escalating and investigating allegations, is another example of AADK’s existing systems. On the financial management side, AADK is using dedicated software, such as Navision (accounting), Workflow/Navidoc (electronic invoicing), and Acubiz (electronic travel settlement), and a BI system (for financial reporting). A specialised software for time registration (Cubes) is also in place.

The RT finds that while many of these systems were in place at the time of the 2014 Review, some improvements and changes have been made over the years. As elaborated on in section 5.1.3., perhaps the most notable improvement is the strengthening of the MEL system, enhancing results-management at the outcome level. The information Dashboard previously mentioned is another positive example of a new mechanism introduced to support management oversight. With regard to project management, it is noted that AADK is currently developing a new guide to planning, monitoring, evaluation and learning that will complement the PME system. The organisation lacks a project management software, though, that could help project managers and teams to collaborate and meet goals on time while managing resources and costs. Another shortcoming is the absence of an organisation-wide, integrated risk management system. Currently, the focus of AADK risk management is at the programme and country level. Interviews indicate that AADK recognises the need for strengthening organisational systems, and some initial steps to that end have been taken recently, including a review of the annual planning and a pre-study on a new financial management system. This endeavour by the new Operations Director referred to as an “Operational Reboot”, which would include a focus on new systems for financial management, project and contract management, and risk management. There was no plan of action in writing at the time of the RT interviews. However, the RT has been informed that, as of late March 2019, a plan of action has been developed although the costing still needs to be finalised.

Overall, the RT finds that AADK has basic organisational systems in place, with some improvements made in recent years, but with a need for more concerted efforts. These should address existing gaps and shortcomings highlighted above and come up with more integrated solutions, e.g. for financial management and project

¹¹ Elaborated on in various sections (4.2, 5.1.3, 6.2, 6.3, and 6.4) of this report.

management. This is recognised by AADK and some initial steps to this end have been taken, which requires further work.

- **Recommendation 1:** AADK should concretise the “Operational Reboot” in a consolidated and budgeted plan with prioritised activities and clear outputs/targets for 2019 and beyond. The reboot plan should especially consider systems strengthening in areas of project management, financial management, risk management, safety and security management, safeguarding, human resource management, if possible through integrated solutions across platforms.

3.4. Resourcing, staffing and capacity building

AADK generally appears to be able to *attract and retain* talented staff. HR data indicates that AADK attracts a large number of competent applicants for its posted positions. Recently, there has been a deliberate effort to attract more senior people, especially at the level of the Leadership Team and Team Leaders. This is deemed to be important in view of the decentralised nature of decision-making, which in turn relies on the experience and judgment of the delegated staff members. Available data (2017) shows a staff age average of 38 years. AADK has a maximum tenure of 8 years within a specific position. The purpose of the cap is to ensure a youthful and dynamic organisation in line with its activist ambition. After their tenure, staff can apply for other positions which open up in the organisation, which happens not infrequently.

In terms of *overall staffing* numbers, this has increased significantly – by 36 percent – during the past year. Currently, the AADK staff headcount stands at 154, corresponding to 135 full-time equivalents (FTE).¹² In 2017, all but 15 staff (except the TCDC Director and advisors) were based in Denmark.

Clusters/extern.units	Head count	FTE
Campaigns & Mobilisation	16	14,66
International	45	42,37
International GP	6	6,00
Leadership	11	10,54
National	44	31,70
Operations	25	23,08
Programme (P4C-CO)	5	5,00
TCDC	2	2,00
Grand Total	154	135,36

As elaborated further in the finance section 6.3, the increase in recruitment has resulted in a significant increase in organisational salary costs (from DKK 39 million in 2017, of which 58 percent was Danida/Frame, to DKK 64 million in 2019, of which 62 percent is Danida/SPa). While this increase is noteworthy, the RT notes that this must be seen in light of the increased funding under the SPa and across other funding streams as well (EU and private funds) – and that the share of AADK’s budget that

¹² The staff table shows 11 staff members under “leadership”. This comprises the entire AADK Leadership *Cluster*, which includes employees under the Policy Lab. AADK’s Leadership *Team*, however, only consists of 5 persons, i.e. the Secretary General and four Directors.

is allocated towards salaries still remains reasonable (at 22% of overall budget in 2019; up from 18% in 2017). The new recruitment should also be seen in light of the reduction in staffing that occurred in 2016, as a result of the cut in MFA framework funding at the time. It is, when starting the new SPa, not surprising with a need to recruit new staff to support it.

Still, the increasing proportion of staff costs in Copenhagen points to a need for *AADK attention to how the contributions and value added are justified for Copenhagen-based staff vis-à-vis programmes implemented in partner countries*. The RT notes (in section 4.3) that AADK historically has provided a strong value-add to countries in terms of e.g. its modalities, hence there is a demonstrated ability to deliver relevant support from Copenhagen. These modalities are increasingly being handed over to AACOs/AAI, however, and it will be important for AADK to ensure going forward, in view of the localisation agenda, that particularly the AADK programme teams funded under the SPa continue to deliver relevant, country-driven support to maintain their country relevance and value-added towards the SPa. The RT notes that the programme teams are aware of this.

Moreover, the increasing staff costs point to a need for attention to how *staff resourcing decisions* for the SPa are made. So far, the need for new positions has been identified on an annual basis (as an integral part of the budgeting process) through a bottom-up process, starting at the team level. Team Leaders have significant freedom to identify and promote new initiatives and resource their teams accordingly. This leads to some functions that appear under-resourced to the RT, such as financial management (see section 6.1.1) and humanitarian action (see section 5.2.4) *The RT finds that human resources needs are not assessed and determined holistically, and AADK has no system for prioritising staffing needs across the organisation or for the SPa as a whole*. The RT suggests that new recruitments should be more carefully justified, both from a cost-effectiveness perspective, as highlighted above, and from a holistic staffing perspective (i.e. based on staffing plan linked to the AADK strategic plan and SPa).

In terms of *career and capacity development*, there is an induction phase for new staff members, and all new staff members are also guided through AADK's policies and procedures and taught about its history and culture. Continuous needs for competence development are identified through staff development talks (MUS) and team development talks (GRUS), and are addressed based on applications submitted to the People and Systems Development team. AADK used to have a policy for skills development, but this document is outdated and is currently being revised. Only one staff member has so far received training on the Core Humanitarian Standards on Quality and Accountability (CHS). Additional training is planned for 2019, including an introduction course for all staff. *The RT suggests that AADK must further emphasise to develop humanitarian competencies across relevant parts of AADK, given its new humanitarian programme and given AADK's focus on supporting CHS implementation throughout the sector*.

- **Recommendation 2:** AADK should introduce a more structured and strategic approach to resourcing, assess staffing needs in relation to its strategic plan and the SPa, and develop a holistic, long-term staffing plan in this regard that rationalizes the staff contributions towards the SPa and other engagements. Capacities for financial management and management of humanitarian assistance should be strengthened, including through competence development and/or new recruitment.

3.5. Safety & Security and Safeguarding

In terms of *safety and security* (S&S), AADK and the AACOs adhere to the AAI S&S guidelines, procedures and policies. AADK also has its own S&S manual ("Mainframe") as well as a number of relevant S&S procedures. Generally, the RT finds that the safety and security (S&S) policy and procedures setup appears robust on paper, in AAI and in AADK. At the country level, however, the Review also found

S&S written policies and protocols present, including e.g. a contingency plan for Gaza. The actual practice was somewhat relaxed, though. In Kenya, a short and non-substantial security briefing was received, and a phone number to the security officer was provided. In Hebron, the security briefing was extremely limited, and in Gaza no briefing was conducted (e.g. no information on safe house, evacuation protocol or similar). The RT was surprised not to find a stricter S&S practice in Gaza, where bombing erupted two weeks after the Review visit. It is a concern particularly in high risk contexts such as Gaza. The responsibility for ensuring adherence to S&S procedures at the country level rests with AACOs. In terms of monitoring this, AAI has an obligation to provide S&S oversight (particularly in Gaza which is line managed directly by AAI). However, with only one global S&S staff member, AAI's ability to provide oversight and ensure adherence is effectively minimal. *The RT suggests that AADK consider how it will ensure that S&S measures are fully adhered to for AADK staff and in SPa countries when the security management responsibility lies with the AACO and oversight with AAI. This could involve AADK engagement with AAI on capacities for lifting the S&S oversight role.*

In terms of approaches to ensure *safeguarding*, AADK builds on an AA Federation-wide effort to strengthen safeguarding and is currently in the process of strengthening its prevention of and response to incidents of sexual exploitation and abuse. Since 2018, AAI is developing several policy documents relating to protection from sexual exploitation and abuse and child safeguarding. The draft documents have recently been shared with AA members for comments. Based on the global framework, AADK plans to develop its own policy during 2019. This will be followed by safeguarding training for all staff. It is also noted that there is an existing AA Code of Conduct, which includes anti-harassment and anti-abuse clauses. As further elaborated on in Chapter 6.4, there are also procedures and mechanisms in place for reporting and managing complaints/allegations at AADK level, although such mechanisms are weaker at AACO level. *The RT finds that there is still room for improvement in AADK in terms of safeguarding measures, but that improvement is ongoing.*

4. Partnership approach

This chapter presents a review of AADK's partnership approach and capacity, including its partnership policies and agreements, the division of labour between AADK and other parts of the Federation, the types and selection of partners, and the different approaches to capacity development. It also covers share of funds transferred to partners, partnerships with the private sector, and AADK's new innovation engagement.

4.1. Partnership policies and agreements

In terms of AADK's *partnership approach*, the RT finds that this is generally well articulated and adhered to. The overarching document for AADK is the *AAI partnership policy*, which defines a partnership as “a strategic relationship between partners, underpinned by our rights-based approach, for the purpose of sustainable and positive change for people living in poverty”. Partnerships are based on the principles of shared values, complementarity, accountability, clarity of roles, equity and learning¹³. The policy framework also includes guidelines for partnerships, which outline processes from identification to conclusion of a partnership¹⁴. AADK has recently developed its own Partnership approach paper, which builds on the AA policy but more specifically outlines partnership processes under the SPa¹⁵. AADK intends to revisit the partnership policy in 2019 with a view to include lessons learned from ongoing

¹³ AAI (2014): Partnership Policy Framework and Guidelines

¹⁴ Ibid.

¹⁵ AADK (2018): International Partnership Approach

engagements with social movements¹⁶. Partner policies also exist at the country level and were in place (though undated) in the sampled countries. *The RT supports the further development of the partnership policy to reflect the work with social movements as these evolve, because policy towards and agreements with social movements are likely to require modalities that are more adapted to short term engagements.*

Partnership agreements between AADK and AA countries (also called “AA partners”) are formalised in standardised Partnership Agreement documents, which are framed within the context of a Country Programme Document and contain a *Plan and Budget Matrix* for the respective year. Support from AADK to an AACO includes a funding contribution to the country programme as well as capacity support and specification of different capacity building modalities – Training Centre for Development Corporation (TCDC), People4Change and Global Platform. An *Annual Partnership Meeting* is carried out in the partnership country to assess and/or review key issues about the partnership and programme implementation. The agreement also specifies the tools for monitoring the partnership, i.e. partner assessments and capacity development plans; these tools are covered below. *The RT finds the partnership policies and agreements to be clearly formulated and generally adhered to.*

4.2. Division of roles in programme partnerships

The *roles and responsibilities* between Federation members and AADK are regulated through agreements and these are, for the most part clear, functional and adhered to. At the *Federation* level, Board to Board agreements between AADK and the Federation Board are in place both for the FA period and for the SPa period. The RT finds these provide clear guidance.

At the *country programme* level, the relationship between a country office and AADK is regulated by the Partnership Agreement mentioned above. AADK has an oversight, support and capacity building role in relation to programmes, while country offices are responsible for implementation, monitoring, evaluation and reporting. AAI does not have any oversight role in the country-based programmes, except in the case of some countries which are not a full member (i.e. not an Affiliate or Associate), which are instead managed as a “country programme” under AAI – such is the case for instance with AA Palestine. For the country programmes, however, AAI has direct line management responsibility, including responsibility for oversight and support (under the AAI “Country Support Team – Asia”)¹⁷.

In the AADK *humanitarian programme*, AADK has set up a modified roles & responsibilities agreement (as per the annual update to MFA in Dec. 2018). In recognition of AADK’s limited technical expertise in the humanitarian field, the update says that IHART and AADK “co-manage” the programme and that IHART provides technical assistance to the countries. In the case of the AADK *Global Programmes*, the implementation responsibility lies with AAI and the IP and the delegated partner(s) under the IP work streams. The delegations are regulated by MOUs, which clearly outline the roles and responsibilities of the parties.

Generally, the RT finds that the division of roles outlined appears to work satisfactorily – although with some noted caveats specifically for AAPs engagement on Safety & Security (section 3.5 above) and for IHART (section 5.2.5 below). *The RT suggests that AADK should consider how it best and more effectively ensures the timely engagement of AAI in these areas.*

¹⁶ AADK (undated): Note on Strategic Alignment

¹⁷ According to AAI “Global Secretariat – Final Proposed Roles and Structure – 8 May 2017”

4.3. AADK partners and selection

AADK works with many *different types of partners*. The overall distinction is between AACO's¹⁸ (also called "AA partners") and local civil society partners (also called "non-AA partners"). AADK's partner agreement, as outlined above, is with the AACO partner, and the AACO in turn formally signs a sub-agreement with "non-AA" partners. The local, or non-AA, partners can take many different shapes and forms, ranging from traditional civil society organisations to social movements, private partnerships, or civil society consortiums and more. In Kenya, this included youth networks at community level, Citizen Forums, Activista (AAI's youth network), CBOs (such as BareCare in Baringo), women's networks at national level, a consortium of over 50 organisations at national level, as well as an activist network at national level. Under the Global Programme, examples of AADK partnerships with regional, social movements include Africans Rising and the Fight Inequality Alliance.

The *strategic selection of non-AA partners* happens jointly between AADK and the AACO, in accordance with their respective partnership policies and the SPa overall aspirations within the country. The AADK Strategy specifically aims to move more towards working with and in alliances, coalitions and social movements¹⁹. *The RT finds that, in the programmes reviewed, AADK is generally selecting partners strategically and in line with this ambition.* There is a gradual change and increased focus in this direction in Kenya, and in the Global Programme, AADK also works with networks, coalitions and social movements in accordance with the strategic priority. The RT finds that AADK is good at collaborating with a large spectrum of different actors as well as accentuating the strategic priority towards alliances. In the Global Programme, the engagement aims to strengthen alliances to collectively challenge and push back against shrinking political space²⁰. Alliances have been supported to address shrinking space and AADK's capacity building modalities have facilitated these processes (see section 5.2 and Annexes D1 and D2 for more). *Overall, the RT finds, on the basis of the three programmes reviewed, that AADK generally appears to be good and successful in selecting strategically relevant and competent partners.* Also, in Gaza, the partners are all well-established in their field of expertise and with high capacity to implement the various components of the programme. There are only limited partners in place, although all three are partners that AAP has previously been working with. *The RT finds that all of the local partners visited during the sample appear to represent and are rooted in local civil society.*

Non-AA partners are approved after a *partner vetting* process, which takes place jointly between AADK and AACO. A standard AAI partner vetting tool exists, which AACO's lead on in collaboration with the local partner. *The RT finds that the vetting tool is relatively standard and appropriate, however, the RT did not find the documentation of the partner assessments to be consistently available or of high quality in the countries visited, and in some cases, they appeared to be more of a "tick box" exercise.* In Kenya, the partner assessments were not available in the CO for several of the partners, possibly because these were vetted years ago and documentation has not been stored. In Gaza, the RT found partner assessments that were only completed after the SPa partnership had started (although AAP had worked with these partners before), and the assessments were conducted at a superficial level, indicating a tick-box approach. *This finding across both countries suggests that initial partner assessments need to be strengthened across the board for AADK and AA partners,* similar to the capacity assessments covered below. This is captured in recommendation 3 below.

¹⁸ A few countries are governed directly by the AAI on behalf of the Federation, including Palestine and the Arab Region Office.

¹⁹ AADK Strategy p. 7.

²⁰ ActionAid (2016): Defending, Protecting, Creating and Expanding Civic and Political Space: An ActionAid Position Paper, 2016 and Annex D2.

4.4. Capacity development through AADK modalities

AADK provides *direct capacity development support* to the AACO partners through its three key “modalities”. The main modalities for capacity building are training at TCDC, deployment/recruitment of Advisors and Inspirators through People4Change (P4C), and training through the Global Platforms (GPs). These modalities are long-standing AADK capacity development instruments that are designed to facilitate and create spaces for learning, organising and mobilizing, hence underpinning AADK’s programme partnerships. A funding allocation for use of the modalities is built into each of the SPa country programmes, meaning that countries must use the modalities, although they can select freely across them.

Two GPs were visited in Kenya and Gaza and feedback on the modalities was collected from visited countries. TCDC was not visited. Overall, the feedback on the modalities was generally quite positive. There was a high appreciation from people interviewed for TCDC, which is increasingly viewed as an important “convening” space for the Federation as a whole. The GPs and P4C generally received positive feedback as well, and the RT witnessed the relevance of the GP, particularly in Kenya, as an important rallying and convening space for social movements, e.g. the heavily marginalised LGBT++ community there. In Palestine, the value of the GP was less clear due to inability of the GP staff to access Gaza.

The modalities are owned by or anchored under AADK for technical support and development. During AADK’s integration into the Federation, however, AADK was requested to develop a plan for transfer of ownership of GPs and TCDC to AA and integrate these into AACOs. AADK has recently completed a review of different approaches to financing and governance of the GPs. The main findings suggest a full transfer of ownership to AACO including removing financial and administration from AADK but keeping AADK in a support function. This does not imply less of a role for AADK in the future, but a technical role as an integrated part of AAI support functions. The transfer of ownership of the GP in Kenya to AAK is about to be completed. The GPs staff has become part of the AACO, substantially increasing the number of GP activities in the programme. AADK is similarly looking at how TCDC and P4C can become increasingly demand-driven and locally AA owned and relevant in all SPa countries. *The RT encourages AADK to continuously work towards integration of the other modalities into AACOs and ensure that the modalities become increasingly demand-led and based on specific country level needs.*

4.5. Capacity development through AACO’s

Capacity development of local / non-AA partners also takes place through the AACOs, who play the lead role, supported where relevant by the AADK modalities.

In terms of *assessing capacity development needs*, the Review did not find a stringent approach to partner capacity assessments (nor for partner vetting, as mentioned above). Tools exist but are not consistently applied at the country level, leading to a discrepancy between AACO and partner understanding of development needs. For instance, many of the partners visited by the RT called for support to organisational development, e.g. support to develop fundraising strategies and initiatives. Some partners have individual and common capacity constraints, including challenges to ensure segregation of duties within financial procedures, under-developed accounting systems, outdated policies, etc. These capacity constraints point towards a need for training and other support to partners for organisational strengthening purposes and a more systematic AADK approach to ensure this. Provisions for such capacity building is provided in AAI’s partnership policy²¹ as well as in the related, country-specific

²¹ AAI (2014), *International Partnership Policy Framework and Guidelines*

policies developed by AAK and AAP. In practice, these needs were often not met or recognized.²² See also annexes D1 and D3 for further detail of the limitations identified. *The RT finds that while there is considerable focus on capacity building in methodologies that promote empowerment and reaching programme objectives, there is not a stringent roll-out of organisational capacity assessments and capacity development plans in the two countries visited.*

Moreover, the *capacity and approach of the AACOs* to provide capacity development to non-AA partners vary significantly across the sampled countries. In Kenya, the RT found a good practical, systematic approach through the establishment of four regionally based Partner Support Units (PSUs), which are located in different regions of the country. These units have boosted the direct interactions and capacity building support with county-based partners (although still not on organisational development). The PSUs aim to strengthen monitoring ability and thematic professionalisation (for example GBV; women's rights) of partners. Conversely, in Palestine, the AACO ability to support local partners has been more limited so far and requires focus. Some areas of support have been identified and provided by AADK/AAP, including programmatic training in CHS/accountability and gender-sensitive programming, though areas around organisational strengthening are lacking. Trainings have been delivered through local consultants, since travel was prohibited between Gaza and the GP in Bethlehem. Establishing a satellite GP platform inside Gaza has been considered and the RT concurs with this idea to strengthen AAP's ability to provide support inside Gaza.

- **Recommendation 3:** AADK should with AACOs develop and implement a system for more systematically assessing, documenting and providing for the organisational capacity building needs of partners. This should consider not only programmatic needs, but also organisational support needs. Capacity development plans should ensure learning objectives and should be linked to partner sustainability plans. AADK should also ensure that partner vetting (initial assessment) is consistently applied, documented and retained.

4.6. Partner share of SPa funds and Localisation

The review has considered the share of funds that goes to AACO partners and to non-AA partners, in line with the localisation agenda. *The RT finds that the share of funds transferred to non-AA partners is relatively low, especially under the CIV-funded programme, although non-AA partners also benefit from AADK's capacity building modalities, which are not transferred to the organisations.*

Annex E provides a breakdown of the allocation of the SPA budget in 2018. It shows that 35 percent of CIV funds and 50 percent of HUM funds were transferred to AACO partners under the Partnership Programme modality.²³ Additional CIV funds were transferred as part of global programmes, for the management of modalities (Global Platforms, P4C, and TCDC), and innovation projects. In the case of HUM funds, external transfers were also made for global programmes and flex funds. According to AADK data, in total, 51 percent of CIV funds and 77 percent of HUM funds were transferred beyond AADK. How much of these additional funds that were channelled to partners in the South is however not clear. For instance, some of the funds for global programmes remain within AAI, such as administration and operations for IHART.

²² The RT acknowledges that, in Gaza, AADK and AAP are working to roll out a humanitarian capacity self-assessment framework ("SHAPE") across humanitarian NGOs. This initiative, once implemented, may also allow AADK/AAP to more systematically address capacity of its local partners in Gaza.

²³ The spending in Denmark is related to technical assistance (24 percent), global programmes (14 percent), management of the Global Platforms, P4C and TCDC (11 percent), innovation (5 percent), information activities (1 percent), and other activities and audit (2 percent).

However, assuming that Kenya and Gaza are representative for the SPa partners countries as a whole²⁴ (the RT did not have access to data on transfers across all SPa countries), *then only 14 percent of the total CIV grant and 27 percent of the total HUM grant is channelled to non-AA partners*. Hence, only a limited portion of the funds transferred by AADK were sub-granted beyond the AA Federation. Several of non-AA partners in Kenya commented on the relatively low (and in some cases decreasing) level of financial support from AAK, and, as earlier mentioned, the lack of funding for organisational development and promoting organisational sustainability. At the same time, it should be recognised that non-AA partners also benefit from capacity building provided under the Global Platform, P4C and TCDC modalities, even though they do not directly receive this funding, which is part of the transfers to the AACOs.

SPa funding, 2018 data	Beyond AADK (incl. AAI, AACOs, and non-AA partners)	Beyond AA Federation (non-AA partners only) ²⁵
LOT CIV, total	51 %	14 %
- Programme partnerships only	35 %	
LOT HUM, total	77 %	27 %
- Programme partnerships only	50 %	

The transfer level also links to the implementation of the localisation agenda. According to interviews, AADK is about to conduct a comprehensive mapping of all income and costs in the organisation, including with a view to creating a better understanding of money flows. This exercise offers a good opportunity to look also at expenditure at the local level and to reflect on financial support to civil society beyond the AA-structure. Another commendable initiative is the Value-for-Money approach that has been adapted from an AAUK-led initiative and is currently being piloted by AADK in Zimbabwe. This initiative can also support a greater emphasis on localisation in AADK. This approach is closely linked to AADK’s Outcome Harvesting tool for internal monitoring.

- **Recommendation 4:** AADK should review financial flows and distribution of costs within programmes with partners – and consider ways of increasing the share of the budget transferred to non-AA partners and expenditures made on behalf of partners with limited absorption capacity (e.g. social movements).

4.7. Partnerships with the private sector

In terms of private partnerships, the RT learned through interviews with the Board that AADK does not engage in paid partnerships with the private sector. AADK rather prefers to take on the “constructive watchdog” role. Since AADK is not engaging in direct/paid partnerships with the private sector, the partnership strategy (from 2014) does not have a strong emphasis on private sector partners, whereas an elaborated vision for the “constructive watchdog” approach is to be found in AADK’s strategy and SPa application.. Currently, AADK works with the Danish Pension Fund, PFA, JØP, Sampension, PWT Group (Dansk Mode og Tekstil), and formerly the organisation has worked with Arla, the Nordic dairy multinational, among others. AADK follows the investment patterns of PFA and holds dialogues with PFA at senior level in order to encourage - and if needed, shame - PFA for investments that are considered unethical or environmentally damaging. In the countries sampled, the RT did not witness a strong emphasis on private partnerships. The country partnership policies speak solely of private donors,

²⁴ In Kenya, 39 percent of the CIV funds channelled to AAK was sub-granted to non-AA partners while, in Palestine, 54 percent of the HUM funds to AAP was sub-granted to other partners.

²⁵ These numbers present an *estimation only* based on the assumption highlighted above that Kenya and Gaza are representative for the SPa partners countries as a whole

without mention of private partnerships more generally. In Gaza, there was no evidence of engagement with the private sector, but AADK has previously been successfully engaged in a dialogue with Sampension in order to stop its investments in Israeli companies with engagement in illegally occupied territory. In Kenya, AAK has a decade long partnership with the Safaricom Foundation to deliver water supply and sanitation to poor communities. The foundation manager informed the RT that AAK was a highly professional and reliable partner. The rights-based approach and consistent focus on women was emphasised as a value addition of AAK. The views were based on a regular monitoring of outcomes and evaluations of the Safaricom Foundation programme.

4.8. Innovation

AADK has an innovation engagement under the SPa with a yearly allocation of DKK 6.5 million. The overall goal for AADK's innovation engagement is to deliver cost-effective, scalable agile approaches to youth organising at local, national and global level, with young people at the core of this work. This implies redefining ways to support formal and informal youth-led organisations, networks and movements to lead, initiate and design alternatives in a cost-efficient manner. Under the SPa, AADK has developed an innovation project with two components: A. The Social Innovator Cultivator (supporting the development of ideas, pilot projects and eventually consolidation). B. Organisational Development, which addresses that social innovation requires different management approaches.

In the category of the Social Innovator Cultivator innovation, the RT reviewed a social entrepreneurship competition in Kenya focused around gender-related challenges and youth unemployment. In collaboration with AAK and UNDP, a case competition with 150 applications had resulted in six winners, and the RT visited two of the winning entrepreneurs. The winners have been entitled SDG Ambassadors and their projects are showcased in different ways. The winning prize for the six enterprises is 5.000 USD. The benefits for the winners were mentioned as them getting a UNDP tag on their project and a title as SDG ambassadors. The feedback from AAK was positive. AAK found that the competition opened new ways for them to innovate in their economic empowerment and youth employment programme. AAK also noted that their interest in being associated was in part being able to link themselves towards supporting the SDGs.

The case competition illustrated only a local snapshot of AADK's innovation engagement and it is difficult to generalize from here. That said, *the RT finds that the case competition had been well thought out and organised, and that it demonstrates good potential for AADK, at least in Kenya, to conceptualise and implement useful innovation activities.* The RT notes that the entrepreneurs appreciated being connected with AAK as well as the coaching received that came with winning the prize. It was less clear to the RT how the entrepreneurs in the longer term will benefit from the connection to AAK or AADK.

5. Programme results and capacity

This chapter presents analysis of AADK's results delivery and documentation during 2014 – 2017 on the two sampled results programmes (Kenya and the Global Programme). More information about the results in Kenya and the Global Programme can be found in Annexes D1 and D2. The chapter also analyses AADK's capacity within the programme cycle, including programme analysis, programme design, monitoring, evaluation, learning, accountability and sustainability. The chapter also incorporates humanitarian action aspects related to programming.

5.1 Results of sampled AADK programmes²⁶

To assess and validate AADK's ability to deliver quality results, the RT has reviewed the quality of *results documentation* from AAK and the Global Programme (known as Deeping Democracy under the 2014-2017 MFA Frame), as outlined in the most recent AADK reports on these programmes. In addition, the RT has validated the reported results against actual *observed results* during field visits (in Kenya) and triangulated the reported results and field visit observations through *interviews* with key informants, including partners, local authorities and other stakeholders such as the local embassy. The RT has also considered *tentative* results findings from the Gaza visit, although Gaza is not under review for results documentation.

While one should be careful when extrapolating from the findings in Kenya and the Global Programme, *the available evidence suggests that AADK has been successful in terms of delivering and documenting results in these two programmes, and in effectively supporting the development of local civil society in Kenya.* The success rests on quite different pillars though. In Kenya, success has relied on a strong partner (AAK), which has a well-developed and grounded programmatic platform based on strong local partners. This has been supplemented by a well-established and well-functioning partnership between AADK and AAK and the modality support provided from AADK. In the Global Programme, success has to a large extent rested on the strong and long-term governance experience of AADK, and AADK's positioning through the delegation and leading role in IP2. *The RT suggests that AADK could highlight its success with strengthening Kenyan civil society through developing compelling case stories on this to Danida, e.g. on women's democratic participation.*

5.1.1 Verification and assessment of results in Kenya 2014-2017

The RT finds that the Kenya country programme, including the Global Platform, has documented results with regard to target groups' increased access to public services; coalitions and networks that have been strengthened with respect to their ability to promote and maintain democratic rights (for example in relation to the constitution), and enhancement of women's political participation. The Global Platform has both added value to the programmes, such as organizing young people's participation in the Green Amendment Campaign, and support to social movements and protection of excluded minorities, such as the LGBT+ community. From 2014-2017 the overall objective of the programme under the Frame Agreement was to enhance women and youth leadership and participation in governance for improved accountability and basic service delivery in nine counties. One of the most notable results of AAK was – together with coalition partners – to stop the “Constitutional Amendment Act” that aimed at removing the Constitutional provision of the 2/3 gender rule (i.e. that all elective public institutions cannot have more than 2/3 of the same gender represented in the National Assembly, Senate or County Assembly). AADK and partners played a major role in mobilizing citizen protests, and this culminated in a national Action Plan – Towards the implementation of Kenya's women National Charter. The campaign also managed to influence Governors to vote against the Amendment. Because of continued reluctance to implement the rule, the Green Amendment Campaign (GAC) has been a flagship initiative of AAK and a broad coalition since 2015, and this includes a campaign to collect 1 million signatures from registered voters to promote the implementation of the 2/3 rule through the tabling of a bill in Parliament. The GAC campaign has turned into a social movement.

A second notable result was around the election in 2017, where AAK and partners provided training of women candidates and noted that 29 percent more women were running for office than in 2013. For the first time in Kenya's history, women were elected to serve as governors and senators. 172 women were elected and 86 of the women candidates had been trained at the GP and supported by AAK and partners.

²⁶ In assessing and validating AADK's ability to deliver quality results documentation, a sample of results documentation has been collected from AAK and the Global Programme (known as Deeping Democracy under the 2014-2017 MFA Frame), as well as from a desk study of results documentations for the years in question. More examples are found in Annexes D1 and D2. In order to expand the sampling, the RT has included preliminary results from the Gaza sample in this section.

There are, however, still considerable challenges ahead: first getting women to stand for office and second to have women elected. Women candidates interviewed by the RT elaborated on the constraints they faced and emphasised that the results achieved in the 2017 election are seen as the mere beginning. Good lessons have been learned and distilled, and the women's organisations and others active in this field have started to prepare for the next round of elections in 2022.

The Global Platform has added space and a capacity building facility for social movements, and a forum for activists to gather, and organise the defence of the rights of minority groups (such as LGBT+). The GP also brings together women and young people who engage in the GAC campaign. The platform works with more than 40 networks across East Africa from the Kenya platform (see Annex D1 for examples of activities and achievements).

5.1.2 Verification and assessment of results in the Global Programme 2014-2017

The RT finds that in the global programme on Participatory Democracy, AADK – because of its strong and long-term governance experience, its delegation and leading role in IP2 – contributed significantly to the Federation members' global engagement in monitoring and advocating for civil society space and supporting human rights defenders. The Global Programme, first funded through the FA, works under the auspices of the IP2, and its Working Group on Civic Participation and Democratic Space.²⁷ AADK was delegated the Governance portfolio of the Federation in 2014. Considerable work was done to explore the civil society space situation at country level and think through options for counter strategies to governments narrowing the space (2015-2016). This has included alliance building and networking to address issues on shrinking political space (SPS) and in this regard engagement with regional organisations such as the AU and SADC. Moreover, a survey has been conducted on SPS in AA countries; an advocacy strategy and a position paper on SPS has been developed; specific support has been extended to Uganda, Cambodia, Burundi and Guatemala with regard to updating of their security and safety plans; and finally, a curriculum on shrinking political space has been developed and piloted at TCDC.²⁸

The RT finds that AADK has been an important locomotive to continuously develop and advance the governance agenda among Federation members and their partners through the Global Programme and enabling for delivering of results. It was noted by some interviewees that AADK has also benefitted from interactions with other members who have more hands-on experience with political space activism, and the delegation especially with AAU was mutually fruitful. AAI senior level staff informed the RT that the work on shrinking political space under the FA had set the foundation for the work that now continues under the Spa. This was said to be very important for the Federation because it provides thought leadership on how the Federation could become more coherent and strengthen collaboration across its membership. A most recent example from the SPa is the engagement for upholding rights in Zimbabwe, where civil society has faced threats and intimidations recently (see Annex D2 for examples).

5.1.3 Tentative results in Gaza 2018

Although Gaza is not reviewed in terms of results, the RT looked at tentative 2018 results in the assessment of AADK/AAP humanitarian capacity. Despite the limited resources at AAP in Gaza, the programme has managed to achieve the following: A number of local organisations have been

²⁷ The Global Programme for Democracy and Youth Representation is the current AADK title for AAI's Focus Area 1 under International Platform 2 called Civic Participation and Democratic Space. The programme title is used under the SPa (from 2018-2022). During the Framework Agreement the programme titles were Shrinking Political Space (2015-2016); and Deepening Democracy (from November 2016 through 2017).

²⁸ Documents produced: Project description and annual plans; The shrinking space survey facilitated by AAU; The AAI position paper; The training manual; The civic charter – and any explanations of AAs involvement; Other documents relevant to illustrate results of the project.

familiarized with CHS and accountability, 6 community committees on protection and preparedness and response have been established, 40 GBV survivors have been supported and 42 grants for income generating activities have been provided. The community committees have worked with duty bearers to increase protection measures around three public spaces, this includes financial support for the constructions. More detail can be found in Annex D3. The RT notes that, although the numbers reached are still small, this does indicate progression on the Humanitarian programme in the first year and that results may be achieved.

5.2 AADK programming capacity – HUM and CIV

To assess AADK's capacity to manage the SPa, the Review has assessed AADK's capacity to design, manage and implement programmes across the programme cycle. The Review has also assessed AADK approaches to accountability and sustainability. Findings are based on the results documentation above, interviews and field observations, and desk studies of a sample of SPa programmes.

5.2.1 Programme analysis

Overall, the AA method of *programme analysis* is based upon participatory, accountable, non-discriminatory and transparent processes in which communities and civil society identify their own needs and analyse their conflict sensitivities and risks. The method is solidly founded in HRBA and PANT principles and with a particular focus on gender equality. It is clearly articulated in the AADK programme handbook, and the RT found evidence in sampled countries that the process is followed in practice with a participatory process in developing the SPa analysis. In the Gaza programme, the Gaza protection needs assessment is of high quality in terms of identification of needs and most deprived geographical areas, indicating an AADK understanding of the need for detailed *needs assessments* in humanitarian contexts.

Risk analyses are also of good quality in the sampled programmes. Risks are identified and clearly spelt out, as are risk mitigation considerations. AADK includes risk analysis for the SPa programmes, divided into contextual risks, programmatic risks and institutional risks and with a further measurement of the level of impact on livelihood and programme as well as a section of risk mitigations. In Gaza and in Kenya, the RT finds that the analysis generally captures relevant risks. In terms of *stakeholder analyses*, however, the RT finds that these are of mixed quality in both Kenya and Gaza. The analyses do not include stakeholder aspirations and power alliances, they are simply descriptions of the actions that the partners will contribute towards in the programme. *The RT suggests that AADK should focus on strengthening stakeholder analysis.*

In the *humanitarian analysis* specifically, and based on the Gaza sample, the RT finds that parts of the analysis are good, however, it is not sufficient and a more complete context understanding is warranted. The analysis is adequate in relation to the political situation and humanitarian needs, however, it lacks an overview of the humanitarian architecture and response, including the cluster coordination setup and the responses of other actors. This is critical in a humanitarian context in order to avoid duplication and overlap. This was further corroborated during the Gaza visit by the RT, where insufficient engagement with the humanitarian cluster coordination was observed (see below). *While the RT did not find overlap in terms of other actors working in the same areas, the RT did observe opportunities lost in terms of engaging and developing synergies with other actors working on similar activities in other areas (specifically: protection committees) and engaging with cluster lead agencies on wider plans for the relevant sectors. It also implies that cluster learning in terms of what work well may not have been built on. The RT noted limited experience in AADK with the cluster system and its operation at the country/field level. This points to a lack of humanitarian experience in terms of programmatic analysis and operational contextual understanding within AADK.*

5.2.2 Programme design

In terms of *programme design*, AADK has a stringent approach based on participatory and transparent processes. The *process* is outlined in the AADK programme handbook with relevant references to supporting material. *Overall, the RT finds that AADK's design capacity differs across CIV and HUM programming* – with evidence of good design process in the Kenya case, whereas the humanitarian programme in Gaza, while relevant, displays some design weaknesses (outlined further below).

In terms of *alignment* of the sampled programmes with relevant AADK strategies, the RT finds that sampled CIV and HUM programmes are well aligned with AADK's strategy and the AAI strategy, falling within the four thematic pillars of Participatory Democracy, Quality Gender Responsive Public Services, Economic Opportunities (Kenya case) and Resilience (Gaza) that are presented in the SPa. For the *humanitarian programme* though (under the Resilience pillar), the RT notes that AADK does not have language in its 2018-2022 strategy to align against. Instead, AADK's humanitarian vision is most clearly articulated in the SPa Humanitarian Global Programme, which defines AADK's HUM response within three sub-pillars under an overall Resilience pillar: Protection, Accountability/ Localisation, and Social and economic resilience. These pillars are generally in alignment with both AADK's overall strategy as well as AAP's "humanitarian signature", and the RT finds that the sampled programme (Gaza) is well aligned against these three sub-pillars.²⁹

Looking at the *relevance* of the sampled programmes, the RT generally finds that programmes are designed in a manner that is relevant to the context and needs. The situational analysis and needs assessments, as outlined above, were generally satisfactory, leading to programmes that are relevant across both HUM and CIV components of the SPa. . For the *humanitarian programme*, however, the RT noted an insufficient coordination of AADK activities with the initiatives of other actors working on similar response (e.g. protection committees). AADK and AAP were not sufficiently linked up to key cluster leads such as OCHA and UNFPA. The programme is not sufficiently connected to the cluster system to allow it to influence cluster actors in line with its stated ambition. *The RT finds that stronger alignment towards the cluster system and cluster efforts in AADK humanitarian contexts is required, both for design and implementation.*

In terms of *thematic focus* and the *capacity* of AADK to support this, the RT finds that this differs across HUM and CIV. The CIV programmes generally fall within the ambition and capacity of AADK, being centred around youth, organizing and activism – all core sectors of expertise within AADK, including with strong staff resourcing in the AADK programme teams. In the HUM programme sample (Gaza), however, the RT finds that AADK is working within but also outside of its core areas of expertise. AADK has comprehensive experience in empowering and organising youth and women, however, while the Gaza programme has a clear focus on women it has limited focus on youth. Moreover, the programme includes thematic areas of gender-based violence and on livelihoods/microenterprise support, areas where AADK (as well as its AAP partner) have very limited technical expertise and ability to engage or support. AADK has set up a collaboration with IHART to compensate for this, which is covered below. *The RT suggests that a slimmer HUM programme, with fewer sub-thematic areas and focused more around AADK's key areas of expertise on youth and organising, would have been more feasible to start out with and more aligned around AADKs core vision and value-add.*

As noted in section 4.3 above, *AADK is generally good and successful in selecting strategically relevant and competent partners.* The partners in both Kenya and Gaza are all competent and well-established within their areas of expertise, with high capacity to implement the various components of the programme. In the HUM programme, the partners have strong technical capacity in the thematic areas they implement, which

²⁹ With a focus on protection (gender-based violence and protection committees), accountability and localisation (preparedness and response committees) and social and economic resilience (microenterprise).

compensates for the limited experience of AADK and AAP in these areas – although at the same time *the RT finds that this challenges AADK to further define its value-add towards the HUM partners*, beyond the funding relationship, when funding might equally have been covered through other donors (e.g. the Humanitarian Pooled Fund).

In terms of *targeting* of its programmes, the RT finds that *targeting is generally well-designed across both HUM and CIV and supports the most vulnerable in line with “leaving no one behind” principles*. In the HUM programme sample, interventions are aimed towards the most deprived and remote areas of Gaza, as confirmed in cluster interviews, and targets vulnerable women and GBV survivors, as identified by the protection needs assessment. The targeting is relevant with regard to geographical focus. AADK/AAP faces an acknowledged challenge in terms of the targeting of livelihoods support, though, where targeting the most vulnerable women implies that the support is less likely to prove sustainable over time, because these women are not necessarily the most resourceful and entrepreneurial. While the above noted lack of engagement with the cluster system implied a lack of “bigger picture” understanding in Gaza, the RT did find that AADK targeting was overall relevant to the context.

5.2.3 Duty bearers and humanitarian principles

From the perspective of engaging *duty bearers*, the RT finds that *AADK has the capacity to identifying and targeting the relevant duty bearers, although some refinement is required in the HUM context*. Duty bearer engagement is an integral part of AADK’s approach. In the Kenya programme, this was clearly evidenced in the programme design at local levels, where AAK actively and successfully promoted the engagement of e.g. community groups to hold local authorities to account. The results review above also demonstrated that AADK has been successful with this in the past. In the Gaza context, AAP cannot engage the duty bearer (Hammas), since this is a designated terrorist organisation (EU and USA), so AADK follows a similar approach of empowering rights holders in the community themselves to hold duty bearers such as Hammas municipal leaders to account. *The RT finds that this is appropriate and relevant to the context and demonstrates a good ability to navigate a difficult political context*. However, a second set of duty bearers identified in the programme is the international humanitarian system, engaged through the cluster coordination system. The RT notes that there is no plan of action in place for how the rights holders (through the protection and preparedness committees) should engage the cluster system, and AADK/AAP itself, as already mentioned, has insufficient engagement with the clusters. *The RT finds that AADK/AAP has an insufficiently articulated theory of change for how to influence the cluster system in a HUM context, which will limit the impact of the programme*.

Finally, the review has considered AADK (and partners) adherence to *humanitarian principles* in the HUM context. The RT finds that, so far, *AADK and its partners manages to uphold humanitarian principles of impartiality, independence and neutrality in Gaza*. AADK’s programmatic focus on protection of the most vulnerable women and young women in deprived areas of Gaza is aligned with good humanitarian practice and helps to maintain the perception of AAP as humanitarian. The RT notes, though, that AADK (and AAI) as a strong advocacy actor may face dilemmas that will challenge its ability to, on the one hand, be a strong advocate and, on the other hand, maintain humanitarian access at the same time. Gaza presents a case in point of such a dilemma, where AADK, on the one hand, is a strong advocate for Palestinian rights and vocally critical of Israel, and on the other hand is dependent on Israeli authorities in order for AAP to obtain access to work with Palestinians inside Gaza. The RT finds that AADK has successfully navigated this challenge in Gaza to date and generally implements the humanitarian programming in line with humanitarian principles.

- **Recommendation 5:** AADK should review and strengthen its humanitarian programmes in light of the findings and suggestions outlined above. This should include a clearer mapping of

the cluster system and other humanitarian actors working in the same space, a clearer articulation of alignment where relevant with broader cluster initiatives, and a stronger theory of change for how to influence the cluster system. AADK should consider articulating an AADK humanitarian vision or “signature”, and consider how this can be aligned more clearly around AADK’s core areas of strength and capacity, based on experiences from the current HUM programme.

5.2.4 Result frameworks³⁰

The Review has sampled a number of results frameworks from the SPa ToCs for their consistency and quality. *Overall, the RT finds that the quality and consistency of results frameworks is generally high, but that outcome indicators could be further strengthened.* With regard to the country level results frameworks, the intermediate and long-term outcome indicators are not always clear. In some cases, these are very ambitious, in other cases intermediate outcomes may actually be outputs e.g. “...established a youth hub...”. Analysis of assumptions are in most cases based upon experience and good understanding of the context, and assumptions are built on evidence. SDGs are repeatedly related to the overall objectives of the AADK strategy. The overall level of performance in countries is rated (high, medium, low) by the AACO themselves. The change stories in the Annex to the annual results framework to MFA provide a better understanding of selected outcomes achieved. Outcomes on global campaigns are challenging to measure and AADK has therefore introduced Outcome Harvesting (see section on M&E below). There is consistency between the results frameworks (based on the sample reviewed by the RT) across the different levels, i.e. across partner reports, country reports and the AADK global results report. There is no designated section in the results frameworks where AADK reports on their capacity development effort of the AACO partners, however.

The review has also assessed the *global results framework* for the SPa. The RT finds that *the global results framework presents a useful and representative tool for tracking and communicating results globally* and is representative of results being delivered at the country and partner level. The global results framework under the SPa applies a solid internal logic and is consistent with AADK’s programmatic theory of change. Indicators generally comply with good practice standards. Quantitative outcome indicators strive to measure actual outcomes rather than outputs, although a few outcome indicators are focused on increased capacity as opposed to a change in behaviour from this capacity. Several of the outcome indicators rely on a qualitative assessment by the examiner whether the indicator is met (e.g., the number and significance of changes), and as such are not entirely, objectively “measurable”. The RT recognises, though, that this may be difficult to avoid when measuring results of influencing/advocacy efforts. The RT notes that capacity building of civil society organisations does not play a significant role in the framework. Nor, as mentioned above, is capacity development of AACO partners part of the country results frameworks. *Given Danida’s focus on capacity development of civil society, the RT suggests that AADK consider to include reporting on this for LOT CIV.*

5.2.5 Programme management and thematic support

The review has assessed AADK’s capacity to program manage and support the SPa programmes, as per their role and responsibility in the Federation setup. Generally, the RT finds that *AADK has a defined and satisfactory system of programme management.*

For each SPa programme, a *Steering Committee* is the core governance structure of the SPa partnership between AADK and each of the SPa partnership countries (and AAI, where relevant). This is supported by a *Management Committee* that provides more regular programme management oversight. Internally in AADK, *Project Groups* are also in place for each SPa programme (for each country and for the HUM) to

³⁰ This section is based upon results frameworks from 2014-2017, results frameworks/operational plans for 2018 and 2019 under the Spa and ToC from AAK, AAB, AARI, AAP, AAJ, AAM, Participatory Democracy, Economic Opportunities.

ensure internal AADK coordination across teams. In the two countries visited, the RT found evidence (agendas and minutes) that the groups and committees were meeting regularly and noting relevant action. This did not appear very formalised, however, with only generic ToRs in place. The RT notes that the different groups were established in 2016 but only formalised in 2018, some in the latter part of 2018, in connection with ADK's set-up for SPa implementation. *The RT suggests that, in light of their recent formalisation, the project groups and steering/management committees are subjected to a light-touch management check in 2019 to ensure that they are all sufficiently formalised and regularised in order to perform as intended.*

At the country level, the RT generally found evidence of adequate programme management in both Kenya and Gaza. The programmes were prioritized, there were clear project management tools in place (detailed logframes, budgets, work plans), the project management staff seemed committed and competent, and regular monitoring was taking place (more below on monitoring). There were deficiencies, however, in terms of identifying partner capacity development needs, covered in chapter 4, and there was insufficient programmatic capacity in in Gaza, as covered below.

In terms of AADK's ability to ensure *thematic support* to programmes, the RT finds that this ability differs across HUM and CIV programmes, with weaker support for HUM. At the *country level*, AAK similarly has strong capacity and competence with the field, which it has been programming for years. In Gaza, the humanitarian capacity of the Hebron head office is satisfactory, but curtailed by access constraints to Gaza, while the Gaza field office is under-resourced in terms of thematic capacity (the RT notes that a new programme officer has recently been recruited to strengthen the field office programmatically). This has limited the ability of the field office to engage with the coordination structure and provide sufficient support to partners e.g. on engaging in clusters, as shared by UNFPA. *The RT finds that the Gaza field office has been under-resourced and that this appears to have affected the ability to engage with clusters and identify and address partner development needs.*

At the *AADK level*, capacity differs across CIV and HUM. In the CIV programmes, as highlighted above, AADK is working within its core areas of expertise, with strongly resourced programme teams at AADK level and with well-defined capacity development modalities in place. For HUM support, AADK currently has 1.5 humanitarian programme and policy staff members in place. There is no thematic capacity available in AADK to provide support for programmes in gender-based violence or livelihoods, both core components of each of the HUM programmes, and there is limited experience from field level programming. *The RT finds that AADK has good policy level capacity within the humanitarian programme, but that there is a lack of more "hands-on" humanitarian capacity with experience from field level work.*

In recognition of the limited humanitarian capacity in AADK, AADK has established a *collaboration with IHART* for the humanitarian programmes, where IHART co-manages and provides thematic support to the humanitarian programmes. IHART sits in the Steering & Management Committees and brings strong humanitarian technical expertise as well as a roster of deployable humanitarian experts. IHART has visited Gaza twice during programme implementation, however, only one of these visits was focused on identifying programme progress and constraints³¹ – and this visit occurred one year into the programme and as a result of the expected Danida visit. The RT notes that IHART perceives its technical support role to be on demand; it is the responsibility of AADK or AAP to call in the technical support when required. The strategic collaboration and dialogue between IHART and AADK seems to work well, however, *the RT finds that an earlier "inception visit" by IHART should have taken place to identify challenges and*

³¹ The first (March 2018) visit was focused on resilience capacity building and did not have as an objective or an outcome to look at progress or constraints in terms of the newly launched Gaza HUM programme. The second (January 2019) visit was focused on progress and constraints and necessary areas of focus/improvement.

constraints for this programme (some, though not all, of which were identified during IHART's most recent visit).

- **Recommendation 6:** AADK should reinforce its humanitarian “hands-on” operational capacity at head office to ensure the ability to engage more closely in humanitarian programming through strengthened analysis and closer programme support, monitoring and oversight. The collaboration with IHART should be reviewed to ensure that timely IHART support is provided to all the humanitarian programmes on a regular basis, including an immediate inception visit to each HUM programme if/where not already conducted.

5.2.6 Monitoring, Evaluation and Learning

In terms of monitoring and evaluation, *the RT finds that AADK has a well-functioning MEL system and significant resources have been invested in enhancing MEL capacities.* An Accountability Unit has been established and a short practical guide to AACOs on planning, monitoring, evaluation and learning with a key focus on adaptive programming has been developed. The RT notes that AADK has also been instrumental in terms of *strengthening the MEL approach across the Federation.* Following the 2014 MFA review recommendation to “clearly define how to measure outputs, outcomes and impact and provide training in data collection and reporting methods to the AA Federation”, AADK took the lead and influenced the development of a solid MEL framework for the Federation. AADK focuses on outcome and impact documentation with a set of relevant key indicators related to responding SDGs.

In order to strengthen its ability to *measure and report on SPa results*, standardised and user-friendly reporting formats accompany the MEL system for country programmes and for global programmes. AADK has also introduced *Outcome Harvesting* within the Federation as a supplementary method to identify and measure SPa outcomes. Outcome Harvesting has been piloted and AADK aims for a further rollout across its programmes. This is followed with great attention and interest by AA and NGO colleagues in Denmark. AADK's outcome harvesting approach is a relevant supplement, because it identifies outcomes that were not anticipated in advance, which is particularly relevant for “hard to measure” outcomes such as, for example, influencing. This should of course not replace regular outcome monitoring. To further support AACOs in measuring SPa outputs and outcomes consistently, AADK has also developed a *counting methodology framework* to ensure standardised counting across the 11 SPa countries. The RT finds that the counting methodology is a good step in the right direction. In Kenya, the RT witnessed likely double counting of beneficiaries in the GRPS program, which should be avoided by way of a more robust counting methodology and by ensuring effective rollout of this to relevant staff, including partners. *The RT suggests that AADK should resource training of AACO staff to rollout Outcome Harvesting in SPa countries and enhance SPa reporting on outcomes that are difficult to capture. Moreover, the counting methodology should be further refined and similarly disseminated.*

The review has looked at the effective practices of *activity monitoring.* At the *country level*, the AACOs are in charge of the implementation and the day to day programme monitoring. In Kenya, there is strong CO programme oversight and engagement via the PSUs as described in chapter 4. In Gaza, the field office is closely engaged with partners on a day to day basis, although the AAP head office is not easily able to access Gaza. This presents challenges in terms of the technical supervision and support, as has also been highlighted above. Overall, *the RT finds that results monitoring at CO level is generally satisfactory, although it has been challenged somewhat in Gaza by access constraints and under-resourcing of the field office.*

AADK also has a responsibility for monitoring of programmes. At the *AADK level*, the AADK monitoring setup relies on Skype conversations, the bi-annual reporting from the AACO, the Programme Review and Reflection Process (PRRP) reporting, and remote engagement through the Steering and

Management Committees. In-country visits take place through the annual partner meetings, which may but do not necessarily include field visits to verify results or progress. In addition, the AADK country coordinator aims to visit a country programme once a year, although the RT finds that in practice this is not always the case, in CIV or HUM programmes. The RT notes that, in Gaza, due to difficulties of obtaining travel permission, AADK staff had not visited the programme in 2018. Moreover, AADK country visits do not have a systematised monitoring approach (e.g. with predefined areas or indicators to be examined), although AADK informs that a ToR for country visits is in development. *The RT finds that the AADK monitoring setup is insufficient with regard to AADK in-country monitoring frequency and methodology.* In the humanitarian context in particular, regular monitoring is important, particularly for a newly started programme. *A more systematic and methodological monitoring setup, also adjusted according to country/programme risk, could help AADK to ensure quality of results and identify constraints, e.g. as those identified in Gaza in this review.*

In terms of *evaluation and learning*, AADK has good practices in place. For enhanced *learning*, AADK has multiple tools: Outcome Harvesting, the regular MEL tools and policies, the Programme Review and Reflection Processes (PRRP) and the annual partnership visits, all based upon participatory and inclusive approaches engaging AADK, AACOs, local partners, communities/beneficiaries and external stakeholders. The Keystone Accountability Survey is another AADK MEL initiative, which is a method to facilitate systematic data that is useful for assessing various aspects of the partnerships an organisation engages in. The survey methodology will only be piloted in 2019. In terms of *evaluations*, AADK has so far not systematically evaluated programmes under the Frame. AADK's evaluations and reviews have primarily been focusing on AADK modalities, most notably the GP and People4Change as well as the global programmes and the ARI 2016 evaluation. The RT was informed that, starting from 2019, AADK will include external evaluation in key areas related to the SPa. The evaluation of Tax Justice (2017) is a first start of a more systematic approach and schedule of evaluations. At the *country level*, the sampled cases demonstrated difference in evaluation and learning capacity across AACO's – AAK has a structured process, while AAP lacks capacity in this regard. *The RT finds that AADK has a strong culture of internal learning. Similarly, the Federation has a strong learning culture, with focus on regular and time-consuming review and learning processes which in turn feeds back into programmes. At the same time, the RT notes that some countries have less capacity to implement this in practice and suggests that AADK should play a supportive role to countries that are less strong in terms of strengthening evaluation and learning processes.*

- **Recommendation 7:** AADK should strengthen its monitoring set-up, both in terms of programmatic monitoring and financial monitoring (see chapter 6). This involves increasing AADK's in-country monitoring frequency, particularly in high-risk programmes. The monitoring methodology should be strengthened with regard to verification of quality of results, and identification of capacity constraints that may require AADK support. The methodology should include check lists on finances, quality delivery and risk management. Programme monitoring should also include monitoring of risks.

5.2.7 Accountability & Core Humanitarian Standard (CHS)

The review has considered the *accountability* mechanisms in place in AADK. As outlined above, AADK has a strong focus on transparency, participation, non-discrimination and accountability across its programmes, and the RT finds considerable evidence that AADK is generally strong on these items, both at the AADK level and at country level. Processes are highly inclusive, beneficiaries are consulted and there is a strong *culture* of “downwards” accountability across the organisation. AADK is also a strong advocate for accountability across the Federation, which has led to the rollout of HRBA mainstreaming of AA partners and their local partners with a reach beyond the 11 SPa partners. AADK has facilitated training on CHS in humanitarian programmes, leading the CHS verification process and participating in

global accountability processes. At the programmatic level, the social audit³² is an example of a good tool for communities to demand accountability of their local duty bearers. Overall, the RT *finds that accountability is well integrated across AADK and the Federation, and that AADK plays an important role in supporting this*. The one caveat, however, is the lack of availability of effective *complaints mechanisms*, both at AACO and non-AA partner levels. Despite AADK's focus on accountability, neither AACO partners nor their local partners comply with the accountability framework on complaint mechanisms and anti-corruption (see chapter 6.4 under finance). Given that AADK is a strong advocate for accountability, the RT considers it unfortunate that AADK does not have such systems in place in many of its own programmes. This would help to ensure that AACO's are perceived as role models in this field. *The RT suggests that AADK should require and support AA and non-AA partners across the SPa countries to implement complaints mechanisms*.

In terms of accountability, the Review has also assessed the *status of CHS verification* for AADK, where again AADK is a strong advocate for CHS compliance. AADK conducted its first CHS self-assessment in early 2018 involving key staff and management, which was followed by the development of an AADK CHS improvement plan. AADK is part of a group of 16 AACOs seeking CHS certification and, as this is the first group to go through a group verification and certification process, the process is expected to take longer time than with certification of one organisation. In June 2018, AADK along with AA Bangladesh, AA Haiti, AA Kenya and AA UK were audited by HQAI. The audit report covering the selected AACOs was received by AAI in August 2018. The RT has not had access to this report, however, as it was informed that the report is still not released by AAI. Instead the RT was presented with some overall findings summarised by AADK.³³ The RT notes that the summary findings are mainly consistent with the RT's own findings and supports the recommendations made in this review. Only in terms of coordination does it differ, where the RT found insufficient coordination, while HQAI found coordination to be strong as well as in context analyses, where HQAI found AACOs to be strong, and the RT found an insufficient context analysis. The diversity in sample selection could explain this, although it is unfortunate that the RT could not access the report to verify this further. AADK updated its CHS improvement plan in November 2018, which is currently being implemented. AADK expects the group verification and certification process to be completed by November 2019. *The RT finds that the CHS report and improvement plan appears to have strong focus in AADK and notes this as a positive finding*.

5.2.8 Sustainability

AADK's sustainability approach is closely linked to its capacity development approach, covered in chapter 4. AADK programmes are focused around integrated capacity building of people, movements, networks and civil society organisations to recognise and to strengthen their potential as change agents and claim their rights. The theory of change, sustainability vision and desired "end" state for AADK (and its AA partners) is when targeted change agents may claim their rights independently of AADK. This similarly applies to local (non-AA) partners: capacity building of local partners should empower partners

³² AADK Networked Toolbox defines the Social Audit Process as a method that uses participatory methods to investigate whether government services or projects have been implemented as planned. Social audits look at whether there are differences between the plan and what was actually delivered, at who was involved in implementing a project and what they got paid for, etc. The process culminates in a public hearing, where the responsible politicians and government officials are expected to ask questions based on evidence presented by community members. All the stakeholders work together to develop a joint plan to improve the service/project in the future.

<http://www.networkedtoolbox.com/workareas/tools/38/?from=ov>

³³ The summary findings include: Focus on responding where AA have existing programmes. Ensure strong understanding of context and stakeholders. Good organisational capacity to meet their commitments and respond promptly. Strong focus on strengthening local capacities. No systematic complaints mechanism in place. Not systematically identifying the full range of potential negative effects. AA does not always identify the capacity and interest of their partners, but have a strong commitment to coordination systems and support partners in coordination mechanisms.

to take the lead, allowing for the gradual downscaling of AADK/AACO support over time. This theory of change is outlined also in AADK's ToCs and forms the basis for the sustainability section included in each ToC. AADK informs that it does not, in principle, work with "exit" strategies, but prefers to view this as a transformation of the partnership, from an AADK supportive/funding role towards a more collaborative role. *The RT finds that this approach is generally well articulated in AADK, AACO's and (though more briefly) in the SPa.*

In practice, however, this vision can be more difficult to achieve, and the RT finds evidence of both successes and challenges in the countries sampled. In Kenya, the RT was presented with cases of civil society partners that, over years, had been developed from small, local groups into formalized CBO's. In one case, a partner had changed from being a funded AAK partner to be a non-funded and equal coalition partner, with independent sources of revenue. The RT was able to verify through partner visits that many partners had indeed significantly developed capacities over time, which is a testament to the results of AADK's efforts. At the same time, though, the RT also noted some challenges. As covered in chapter 4, that there is a lack of formalised capacity development support and that this could be structured more effectively towards ensuring, for example, partner fundraising capability to enhance financial independence. Both in Kenya and Gaza, the RT also noted that some (though far from all) partners were highly, in some cases almost entirely, dependent on Danida funding. The RT notes that AADK and AACO's were generally attentive to the challenges around sustainability. *The RT suggests that AADK increase its effort and focus on ensuring partner sustainability and financial independence, and links this more systematically to capacity development efforts (linked to the recommendation in chapter 4.3).*

6. Financial Management

This chapter covers the financial management capacity of AADK and its partners – including staffing and capacity, systems for internal and external controls, monitoring mechanisms and capacity development. It also covers processes for cost-consciousness as well as anti-corruption policy and reporting mechanisms.

6.1. Overall financial management set-up at AADK

6.1.1. Staffing capacity

The RT finds that, despite some increase in staffing, financial management capacity remains limited in relation to programme volume and complexity, and the demands of the international work. AADK's Finance Team is currently staffed by six people, including the Head of Finance, two controllers, two accountants and one finance specialist. In addition, the Team has one student assistant and one intern. Three of the staff members – the Head of Finance and the two controllers – are directly involved in the financial control/monitoring of HUM and CIV funds. At the same time, according to job descriptions, the time that they allocate to this area of work correspond to less than one full-time position. Although the Finance Team has one more controller than at the time of the 2014 Review, interviews indicate that the demands have been increasing with the added requirements of new donors and a progressively diversified portfolio. The International Programs and Policy Team similarly feels that there is a resource crunch and limit as to the support that they can obtain from the Finance Team. This has been particularly obvious during the past one year with one of the controllers being on parental leave. AADK is currently recruiting a third controller but this position is primarily meant to support the EU-funded projects managed by AADK. As further elaborated on below, the RT has identified a continued need for more frequent financial monitoring visits to AA COs and other partners. Apart from in-depth monitoring performed by AADK's controllers, the RT

suggests that some financial monitoring is integrated with the programme managers' country visits. This is not happening currently.

6.1.2. Internal control environment

The RT finds that financial transparency and accountability have been strengthened but further steps are warranted to ensure adequate oversight, close gaps in the policy and procedural framework, and upgrade IT systems. Activity-specific technical assistance is properly budgeted and accounted for. The overall responsibility for AADK's finances rests with the Board. A major part of this responsibility is exercised by a Finance and Audit Committee (FAC), which has four members (of which only three were in place at the time of review, however, see below) and is convened three times per year in connection with the regular Board meetings. In practice, the main role of FAC is to prepare the Board meetings and ensure that the financial material tabled is sufficient and adequately presented for the Board to make informed decisions. In addition, FAC looks at financial risks in relation to the liquidity of the organisation and diversification of funding sources. The overall perception, as conveyed by interviews, is that the Board has a better understanding of the financial position of AADK today than some years ago, which is attributed to a cultural shift in the organisation towards greater transparency. However, as currently functioning and composed, the FAC does not have a significant control or compliance function. Although the ToR for the FAC allows for the appointment of a fourth (external) member with specific competencies in finance and financial management³⁴, no such member exists. *The RT suggests that – to further enhance the relevance and capacity of the FAC – the Board should be encouraged to fill this position.*

Within the AADK management structure, financial authority is delegated by the Secretary-General to the members of the Leadership Team and other budget holders (Team Leaders). As established in AADK's finance manual, the principal rules are that individual staff members can only approve expenditure under budgets for which they have authority, no staff member can approve payments related to him or herself, and that all expenses must be approved by two persons jointly³⁵. A more detailed account of budget holders' responsibilities is provided in an annex to the AADK finance manual. *The assessment of the RT is that AADK has adequate authorisation policies and rules that establish accountability and supports the organisation's concept of decentralised decision-making. It is also noted that the Finance Team is organised in a way that ensures segregation of duties, e.g. with regard to bookkeeping, reconciliation, payments, etc.*

Since the 2014 Review, AADK has complemented and updated its finance manual. The document now covers all essential processes, routines and practices in sufficient detail with one exception – procurement of goods and services. Procurement is dealt with in a brief section providing a single threshold value and some information on procurement contracts. On AADK's intranet, some additional but similarly very brief information on the contents of tender documentation is presented. While interviews and a sample of procurement documents suggest that there is a commonly performed procurement routine, the lack of a written policy and guidelines increases the risk of inconsistencies, inefficiencies and blurred accountability. *The RT notes there are also other gaps (see section 3.3) in AADK's policy and procedural framework that although not directly related to financial management have implications for the overall internal control environment.* For instance, AADK does not have a consolidated HR policy and an organisational risk management system.

With regard to financial management systems, AADK is like most other Danish NGOs using Navision. The input to Navision comes from several sources, including specialised software for electronic travel management and electronic invoices, salary data from an external service provider, the online banking system, etc. The systems appear fit for purpose and, importantly, have approval processes set-up whereby

³⁴ AADK (2017), Terms of reference for Finance and Audit Committee (FAC) in Action Aid Denmark (AADK).

³⁵ AADK (2018), Financial policy and procedures manual.

payments and transfers cannot be processed if not approved by at least two (designated) staff members. A specialised software for time registration is also in place, from which data is extracted to calculate the activity-specific technical assistance to be charged to the CIV and HUM allocations. AADK's external auditor verifies that these costs are budgeted and accounted according to MFA's administrative guidelines. The MFA ToR for activity-specific technical assistance is reflected in instructions provided to staff on AADK's intranet.

Nevertheless, the version of Navision that AADK is using is 10 years old. In 2018, AADK had a major systems crash when an attempt was made to transfer the database from a server-based to cloud-based platform, and for several months the Finance Team did not have full or continuous access to the system. During this period, checks could not be carried out at the frequency required. According to interviews, the plan is to procure a new accounting system that can be rolled out from 2020. As recognised by AADK, the new system should ensure better integration and further minimise the manual input that is still required and increases the risk of errors. It is also noted that AADK does not have a professional project management system, which is something that should be explored as part of the same process.

6.1.3. Internal and external control activities

The RT finds that basic control activities and tools seem adequate. There is scope for greater involvement of technical staff in financial procedures. In practice, the Finance Team appears to perform all the necessary control activities in a systematic and timely manner. This includes the updating of entries, monthly reconciliations, and the generation of internal financial reports, using standard checklists and templates. The monthly reports are shared with the Leadership Team and other budget holders for review and for explaining any deviations. Interviews indicate that it can be a challenge to get budget holders to perform this task adequately and on time. *The RT suggests that relevant training on financial management is organised for budget holders and other, relevant, non-financial staff and that a checklist is developed to ensure that all tasks are performed.*

AADK's annual consolidated accounts and the framework agreement with MFA (now SPa) are since 2017 both audited by KPMG. The audits are planned and conducted in accordance with the International Standards of Auditing (ISAs) and the additional requirement applicable in Denmark. The audit of MFA framework funds was also conducted in line with the MFA audit instruction. The 2017 audit reports studied by the RT conclude with an unqualified opinion and mainly minor internal control findings for AADK's follow-up are identified. There is one notable finding about weaknesses in the monthly verifications/reconciliations of TCDC in Tanzania. This shortcoming has since been addressed³⁶. The audits of AADK partners are further discussed below.

Overall, the financial management capacity and financial systems of AADK have been strengthened over the past five years, and basic control routines are in place. At the same time, there are still gaps and capacity constraints in terms of staffing and the internal control environment, including in relation to Board oversight, financial monitoring, and IT systems.

- **Recommendation 8:** AADK should further strengthen the Board Finance and Audit Committee and the AADK Finance Team, specifically with a view to support the implementation and financial monitoring of the SPa, including the HUM programme.
- **Recommendation 9:** AADK should develop a comprehensive procurement policy with process descriptions and specific methods and standards for procurement, HR, and risk management,

³⁶ PWC (2018), *MS Training Centre for Development Cooperation – Post-Audit Report for the year ended 31 December 2018*.

and secure early transition to a new integrated financial management/project management system.

6.2. Financial control, monitoring and capacity building at partner level

6.2.1. Financial management capacity of AAK and AAP

The RT finds that the capacity of AADK partners differs significantly in terms of staffing, structures, policies and systems. AAP has basic routines and tools in place, but the internal control environment is weak, partly due to the context in which it works. In line with the ToR, the Review Team has assessed the financial management capacity and compliance of a sample of AADK partners, including AAK and AAP as well as a total of seven non-AA partners (local partners engaged through AAP and AAK) in the two countries. A detailed account of the findings and observations of this assessment is provided in Annex D1 and D3.

In summary, AAK is a well-resourced organisation with a sizeable budget and staff contingent and a comprehensive internal control framework. The latter includes a Board Audit Committee, an internal audit function, an updated set of documented financial policies and procedures, and an on-line accounting system providing real-time data. AAP is a much smaller entity in terms of both staffing and budget and has relatively less developed, structures, policies and systems. Given its status as an AAI country programme rather than an independent AA organisation, AAP does not have a Board. Other limitations include the lack of documented financial policies and procedures and a very rudimentary accounting system. *However, as is the case with AAK, AAP's existing control routines appear adequate and consistently performed.* It is recognised that AAP works in a particularly challenging context, which affects its ability to ensure adequate oversight, mobilise resources and grow as an organisation.

6.2.2. AADK's financial monitoring of partners

The RT finds that AADK has various ways of exercising financial oversight of country programmes, including with support of AAI, but financial monitoring visits are not conducted as systematically and regularly as required, despite the recommendations provided to this end by previous reviews. AADK's cooperation with AA COs is formalised in standardised, multi-year partnership agreements, which define roles and responsibilities, planning monitoring and reporting mechanisms, and a range of requirements relating to financial issues (as well as an anti-corruption clause). The agreements also have several annexes, including financial and administrative guidelines regarding Danida funding and audit instruction. As such, the agreements carry forward the relevant provisions of the MFA administrative guidelines to the next level in the funding chain. The agreements are based on programme documents, including budgets, developed by the AA COs and reviewed and approved by AADK. Funds are transferred in quarterly tranches subject to the receipt and approval of quarterly financial reports. The financial reports are reviewed both by the AADK Finance Team and the relevant country programme team, with special attention paid to over- and under-spending against budget and work plan. In addition, the process includes a dialogue with the SPA partnership country team and leadership. Interviews indicate that the release of tranches is sometimes delayed due to delayed reporting from AACOs. However, year-end variances are generally low. In 2017, the budget for the Kenya and Palestine programme had a variance of 5 percent and 8 percent respectively³⁷.

Apart from the control exercised through financial reporting, AADK conducts financial monitoring visits to programme countries. According to AADK's finance manual, all programme partners should have a financial monitoring visit every 2-3 years. *So far, however, only two of AADK's programme countries have been visited at this frequency.* Kenya was subject to financial monitoring visit in 2016 and the next one is planned

³⁷ AADK (2018), *Danida Framework Financial Reporting 2017*.

for 2020. Palestine is a new programme country for AADK since 2017 and the first financial monitoring visit is similarly planned for 2020³⁸. *In the RT's opinion, a financial monitoring visit to Palestine should have been carried out as part of the screening of prospective partners for the HUM-programme.*

*Both the 2014 Review and the 2016 Danida financial monitoring visit highlighted the lack of sufficiently regular financial monitoring visits and provided corresponding recommendations*³⁹. As noted above, although an additional controller has been recruited since 2014, the capacity and time available to the AADK Finance Team for this activity remains limited. To some extent, this shortcoming is mitigated by the internal audits conducted by AAI's Global Secretariat and by the AA COs (including Kenya) that have their own internal audit staff. However, these internal audits have a country-wide scope and do not necessarily focus on AADK partners. In addition, AADK's financial monitoring visits should arguably have an important capacity building objective. When non-AA partners are visited, it would also be pertinent for AADK to check that capacity assessments have been conducted as required and that support is provided to the implementation of the resultant capacity development plans (see section 4.3.2). The need for strengthening both financial and programme monitoring is reflected in a recommendation in section 5.1.3.

6.2.3. External financial audits at partner level

The RT finds that external audits commissioned by AADK's partners are carried out in line with international standards and (mostly) by renowned international firms. Yet, compliance with MFA's audit instruction is not ensured. AADK partners in Kenya and Palestine have their annual accounts audited by external audit firms according to the ISAs. AAK and AAP both use one of the "big four" international audit companies. The audits of 2017 concluded with unqualified opinions, and in the cases (AAK) where weaknesses were identified in a separate auditor's Management Letter the response of the management indicates that adequate follow-up action is taken. The audits of non-AA partners are also conducted according to the International Standards of Auditing (ISAs), but in most cases by local audit firms. In Kenya, weaknesses identified by non-AA partners' auditors are followed up by AAK's internal auditor. The audit instruction appended to the agreements between AADK and AA COs is shared with the AA CO auditors, but this instruction is, contrary to MFA requirements, not referred to in the audit opinions and no other evidence exist that they have been followed. This shortcoming was also noted in the audit of the framework accounts for 2017⁴⁰. In March 2019, AADK reminded its AA partners about the SPa audit requirements, and also provided a checklist that local auditors should fill out so that the Danish auditor can ascertain that the audit instruction has been followed. In addition, although not an MFA requirement, the RT finds it noteworthy that the MFA grants are not audited separately at the country level, but only as part of the audits of the consolidated annual accounts of AA partners.

6.2.4. Capacity building of partners

The RT finds that insufficient attention is paid to partners' organisational development needs, including in terms of financial management and programme administration. As elaborated on in D1 and D3, both AA partners (notably AAP) and non-AA partners have individual and common capacity constraints, including challenges to ensure segregation of duties within financial procedures, under-developed accounting systems, out-dated policies, etc. These capacity constraints point towards a need for training and other support to partners for organisational strengthening purposes. Provisions for such capacity building is provided in AAI's partnership policy⁴¹ as well as in the related, country-specific policies developed by AAK and AAP. In practice, however, the capacity building that takes place with a focus on partners' systems and

³⁸ AADK (2019), *Financial monitoring visits plan*.

³⁹ MFA/KFU (23016), *Notits. Referat af tilsynsbesøg hos Mellemfolkeligt Samvirke d. 27. maj 2016*

⁴⁰ AADK (2018), *Danida Framework Financial Reporting 2017*.

⁴¹ AAI (2014), *International Partnership Policy Framework and Guidelines*

organisational skills vary significantly in terms of scope and depth. In both Kenya and Palestine, the organisational capacity assessments provided for in the partnership policies are not always conducted in a consistent and timely manner and do not result in capacity development plans that are actually budgeted for and implemented. When questioned about how the partnership with AA could be improved, many of the partners visited by the RT called for more support to organisational development, including financial management capacity.

Overall, AADK partners generally have basic financial control routines in place but overall capacities in terms of staffing, structures and systems vary significantly – and hence the quality of the internal control environment. Given the low frequency of financial monitoring visits and gaps in the external audit system at the country level, AADK’s ability to detect and correct partner weaknesses is limited. Partner weaknesses are to some extent detected through AAI’s internal audits, but these audits are infrequent (on average a country has an internal audit every 3-4 years) and do not necessarily include AADK’s partners. The recommendations provided to AADK by the 2014 Review and the 2016 Danida financial monitoring visit to increase the frequency of its own financial monitoring visits have not been adequately followed-up on.

- **Recommendation 10:** AADK should ensure that local audits are carried out in line with the MFA audit instruction and, although not an MFA requirement, consider providing funding to AA partners for SPa-specific project audits.

6.3. Policies and procedures reflecting cost-consciousness

In line with the ToR, the RT has assessed AADK’s procedures to promote cost-efficiency and cost-effectiveness. An assessment of actual cost-efficiency and cost-effectiveness is beyond the scope of the review. As revealed by the desk review and interviews, AADK gives significant attention to costs in key organisational processes, with some examples provided below:

- Budgets are developed through a bottom-up process based on inputs from teams and partners and with ringfenced allocations for modalities and ratios for different types of costs;
- Procurement is conducted competitively based on several price quotations or tendering, depending on the value and corresponding procurement method;
- Salary levels are benchmarked against other comparable organisations in Denmark and pegged below average and median;
- AADK prescribes travel in economy class, accommodation in three-star hotels and per diem rates that are 75 percent of government rates.

In 2017, AADK’s administration costs (labelled “governance and administration”) amounted to DKK 12,3 million or six percent of total costs. A similar share has been allocated for 2018 and 2019. These costs cover the AADK Board and Council and operational costs related to the Finance Team, People and Systems Development Team, and the Leadership Team. Indirect shared costs (i.e. activity costs related to organisational support, IT and the staff cost pool) are allocated to cost-centres/teams based on staff resources (budgeted hours).

While detailed data on functional expenditures was not available to the RT, annual budgets show that salary allocations have increased significantly, from a level of DKK 39 million in 2017 to DKK 64 million in 2019, reflecting the surge in recruitment that has taken place, especially since 2018. As a share of the total budget, this represents an increase from 18 percent to 22 percent. Although none of these ratios appear excessive in comparison with similar NGOs, the RT suggests that the continued dialogue between MFA

and AADK include measures to ensure cost-effectiveness as a topic, and that the surge in recruitment and salary costs are dealt with in this connection (as elaborated on in section 3.4). It is noted that 62 percent of the budgeted salary costs for 2019 are covered by the SPa budget. In comparison, the MFA framework agreement covered 58 percent of AADK's salary costs in 2017. The issue of staffing and costs is also discussed in section 3.4., and an overview of the allocation of SPa resources can be found in Annex E.

6.4. Anti-corruption policy and reporting mechanisms

Conclusion: Despite a programmatic focus on accountability and transparency and high incidence of corruption in targeted countries, anti-corruption policies and whistle-blowing mechanisms have remained under-developed. Relatively few suspicions of corruption are being reported, which suggests that awareness about corruption/fraud and existing complaints channels should be enhanced.

AADK has for a long time been without a proper anti-corruption policy. Instead, the organisation has relied on the generic anti-corruption policy adopted by AAI. This document conveys a zero-tolerance stance on corruption and bribery and provides guidance on prevention, investigation, and reporting⁴². AADK also applies AAI's whistle-blowing policy, which sets out the reporting obligation of AA staff, to whom the reports should be sent (Country Director, Regional Office and International Secretariat), and how these cases should be handled. Importantly, the policy provides for anonymous reporting directly to the Head of AAI Internal Audit⁴³. AAI also has a related policy and procedure for a complaints response mechanism framework⁴⁴.

All the documents mentioned above are very brief and, in the case of the whistle-blowing policy and the complaints response mechanism framework, arguably outdated. As generic AAI policies, these documents do not deal with how to report suspicions to AADK, roles and responsibilities within the AADK structure, AADK-specific procedures for investigation, etc. It is also noted that the AAI policy documents are over-lapping and in part contradictory, including in relation to reporting channels. Interviews indicate that AADK recognises some of these shortcomings and, during the final stages of this Review (in March 2019) finalised its own combined anti-corruption and whistle-blowing policy, which has subsequently been approved by the AADK Board on 3rd April, 2019.

In practice, AADK introduces new staff to the existing complaints system (through HRBA training) and runs campaigns every year on this topic. Moreover, standard anti-corruption clauses are included in employment contracts, service contracts and partnership agreements. In the latter case, these clauses set out the responsibility of the AA COs to ensure that all AA staff are aware of the anti-corruption policy, that clauses are also included in sub-grant agreements, non-AA partners are subject to screening and monitoring visits, and what the consequences (sanctions) might be. Complaints received via AADK's webpage are logged in a central register. According to interviews, all allegations lead to an appropriate form of investigation done by a Committee. Nevertheless, very few reports are received. In 2018, AADK registered six cases of which two were about suspicions of corruption. In 2019, one case has been registered so far (relating to the AA CO in Mozambique). Information on investigations is not (yet) made public.

As reflected in Annex D1 and D3, AAK and AAP are in a similar situation as AADK. AAK has only very recently adopted its own anti-corruption policy and reporting mechanisms and is in the process of developing a whistle-blowing policy. AAP has neither but relies on the generic AAI policy and

⁴² AADK (2017), *Local Financial Policies and Procedures Manual*. LFPPM Section title: *Anti-Bribery and Corruption*. Reporting Entity: ACTION AID Denmark.

⁴³ AAI (2008), *Whistle blowing policy*

⁴⁴ AAI (2008), *Complaints and Response Mechanism Framework. Policy and procedure*.

mechanisms. Interviews indicate that AA staff in the two countries have been trained on anti-corruption on at least one occasion but that no similar training or awareness raising has been carried out for non-AA partners. In addition, several of the partnership agreements with non-AA partners do not include anti-corruption clauses. Only two of the partners visited have their own anti-corruption policies and none have dedicated reporting mechanisms. In general, interviews with partners indicate a limited understanding of the need for such policies and mechanisms.

Overall, AADK has a systems-wide practice of promoting cost-efficiency, as reflected in budgeting, procurement, salary levels and travel regulations. While the share of administration costs and staffing costs appear reasonable, the trend of rapidly increasing salary costs in absolute terms warrants careful monitoring by both AADK and MFA.

- **Recommendation 11:** AADK should, apart from ensuring the full implementation of its own anti-corruption and whistle-blowing policy, ensure that all partners have similar policies and reporting mechanisms in place, and that related partner training is provided at all levels.

Annexes

Annex A: Terms of reference

TERMS OF REFERENCE (ToR)

Review and Capacity Assessment of Mellemfolkeligt Samvirke/ActionAid Denmark

Background

In keeping with the [Administrative Guidelines for Danish grants for Danish Civil Society Organisations qualifying as 'Strategic Partners'](#), the Ministry of Foreign Affairs of Denmark (MFA) wishes to launch a Review of Mellemfolkeligt Samvirke/ActionAid Denmark (hereafter AADK).

Presentation of Mellemfolkeligt Samvirke/ActionAid Denmark

AADK works to strengthen civil society, including social movements with a focus on youth and women, in order to enhance democratic participation and civic space, economic opportunities and decent work, gender-responsive public services through progressive tax as well as to strengthen localisation of humanitarian action and resilience by enhancing protection, accountability and social and economic resilience in protracted crisis with special focus on women and youth.

The AADK secretariat is managed by a secretary-general and consists of 14 teams, organised in 4 clusters, with approximately 100 employees. In 2010, AADK joined the ActionAid Federation (AAI) as Affiliate member. AAI works in more than 45 countries AAI has a federal model of governance and organisation with a two-tier governance structure, comprising an Assembly and International Board supported by a Secretariat. Members are categorized either as Affiliates or Associates (in the process of becoming Affiliates). AADK partners are primarily the AA members, which in turn have a range of mutual partnerships with South-based actors such as community-based organisations (CBOs), civil society organisations (CSOs) and social movements. The direct implementation responsibility for staff, systems and programmes in the given country lies with the Country Director. A few countries are governed directly by the AAI on behalf of the Federation, including Palestine and the Arab regional office.

AADK is responsible for its own strategy, selection of approaches, fundraising, national advocacy and communication in coordination with other AA members. In relation to AA partners, AADK is responsible for oversight as well as policy- and capacity support. AADKs capacity development modalities includes a combination of “Global Platforms”, which are physical spaces as well as mobile teams that provide face-to-face and online training to foster youth led social change; the TCDC training and convening centre in Tanzania, which provides curriculum development and tailor made trainings for AA staff and partners as well as external actors; the “People4Change” representing a network of professional and volunteer people-to-people support who are deployed as Advisors and Inspirators with partnership organisations (either AA or other CSO partners); various online platforms for cross-country learning, knowledge development, coordination and sharing; and finally a new tool within the humanitarian work, SHAPE, which supports local and national organisations to assess their capacity to not only manage humanitarian programmes, but also to influence humanitarian response.

As Associated Member of AAI, AADK has governance and monitoring roles through various mechanisms, and can influence the overall strategic direction, resource allocation and procedures of the AAI as a member of the Assembly. Moreover, AADK has held the *delegated leadership* in the Federation on a number of issues, currently on forming a Youth Community of Interest within ActionAid and among partners. Furthermore, AADK supports AA Kenya in its shared delegation on accountability in

emergencies. AADK is integrated in AAI's Emergencies Fast Action Support team and international surge roster, which coordinates short-term humanitarian intervention in collaboration with the relevant country office. AADK's flexible funds is placed in a joint facility managed by the AAI, but AADK maintains full decision-making power.

From 2006 to 2017, AADK's work has been supported by the MFA through a Framework Agreement. From 2012 this support was provided under the Strategy for Denmark's Development Cooperation, The Right to a Better Life, approved in 2012, and Denmark's Policy for Support to Civil Society, launched in 2014. AADK is a partner to the Danish Arab Partnership Programme (DAPP) Youth pool for the period 2018 – 2021.

In 2017, AADK qualified as a strategic partner to the MFA following a major redesign of Denmark's long-term partnerships with CSOs. While respecting the independence of each organisation, the purpose is to ensure that the MFA's partners more directly contribute to the priorities of Denmark's first ever consolidated strategy for development cooperation and humanitarian action, The World 2030, launched in 2017. The strategy integrates the SDGs, puts focus on the need to strengthen coherence between humanitarian action and development cooperation and calls on Denmark's CSO partners to contribute to building resilience in local communities. It further puts emphasis on the need to provide an enabling environment for civil society and expand the role and capacity of civil society and promote advocacy by civil society actors in the developing countries. Partnerships are a fundamental feature of the strategy.

The redesign was carried out in 2017 through an open call for applications, based on the [March 2017 Information Note](#). The call allowed organisations to apply for civil society as well as humanitarian funding. AADK applied and qualified as a strategic partner securing civil society funding of 124 mil. DKK annually and humanitarian funding of 15 mil. DKK annually for the period 2018 - 2021 which is the first humanitarian funding AADK receives from Danida. The funding remains, as under the previous framework agreement, subject to annual approval of the Finance Bill.

The Strategic Partnership with AADK supports engagements in Kenya, Palestine, Bangladesh, Myanmar, Nigeria, Tanzania, Uganda, Jordan, Lebanon, Mozambique, Zambia, Zimbabwe as well as four global programmes on tax and gender-responsive public services, participatory democracy and youth representation, economic opportunities and decent work for youth as well as localised humanitarian response and resilience in protracted crisis.

The engagements funded under lot CIV aim to support civil society, especially youth, women and social movements, in order to enhance democratic participation and civic space, economic opportunities and decent work as well as gender-responsive public services through progressive tax. Under lot HUM, engagement aim to strengthen localisation of humanitarian action and resilience by enhancing protection, accountability and social and economic resilience in protracted crisis with special focus on women and youth.

Main conclusions from previous MFA assessments, capacity assessments and annual negotiations

The most recent MFA thematic review of AADK took place in 2014 and an financial monitoring visit was conducted in 2016. These concluded that AADK complied with MFA requirements, while providing some recommendations for further strengthening. Specific areas to be followed up on include:

- Results monitoring and evaluation of programmes, including added value of Danish funds.
- AADKs partnership strategy, including synergies between capacity development methods.
- Management responsibility of *Global Platforms*.
- AAI's approach to and capacity building of partners, including transfer of funds.

- Systems for assessing cost efficiency and effectiveness, incl. unit costs.
- Financial oversight and monitoring.
- Approach to risk management in volatile contexts.

As part of the call for applications in 2017, the MFA undertook an in-depth desk assessment of AADK's application focusing on the organisation's capacity, strategic relevance and approaches. The assessment found AADK to be a qualified partner. At the same time, the assessment pointed to below areas where the organisation could further demonstrate its capacity or approach:

- Division of roles between AADK, AAI and country offices, incl. in relation to flexible funds.
- Partner monitoring and track-record in adding value to humanitarian action.
- Application of adaptive programming to humanitarian action.
- Procedures and tools to assess and analyse conflict and humanitarian issues.
- Advocacy within the humanitarian realm, including AAI's influence on global policy processes outside the alliance.

Annual consultations between AADK and the MFA were most recently carried out in 2017, with a view to approve the final plan and budget for AADK's activities under the new partnership and define common priorities for a more strategic cooperation in the years to come. Focus areas for the consultations were: 1) added value to and benefit of the international alliance, 2) advocacy within the humanitarian realm, 3) youth and social movements, incl. programmatic risks and 4) partnerships with non-AA members and coordination.

Objectives

The overall objective of the Review is to assess the capacity and performance of AADK in delivering results under its engagement with the MFA. More specifically, the Review should a) assess AADK's overall strategic, programmatic, organisational/administrative and financial management capacity with a view to achieving the results put forward in the application to the MFA and as subsequently specified in the documentation approved by the MFA. In addition, the Review should b) assess and validate, based on a sample, results documentation by AADK from the period 2014 – 2017 as well as assess AADK's compliance with the relevant guidelines and requirements.

The review will have a particular focus on AADK's objective areas within the Strategic Partnership, namely strengthening civil society, including social movements with a focus on youth and women, in order to enhance democratic participation and civic space, economic opportunities and decent work, gender-responsive public services through progressive tax as well as strengthening localisation of humanitarian action and resilience by enhancing protection, accountability and social and economic resilience in protracted crisis with special focus on women and youth. This focus will be ensured through the selection of programmes reviewed.

Since AADK is part of and implements through the ActionAid Federation, the review will have to assess the capacity and performance of other parts of the Federation – specifically the ActionAid Country Offices and AAI – to the extent (only) that these are influential on the programmes reviewed and funded through the strategic partnership. The approach to this is outlined further in the 'methodology' section below.

The purpose of the Review is to stimulate learning, support relevant organisational development, and analyse and strengthen cost effectiveness within AADK. Accordingly, the review should issue recommendations, which will provide a critical input to the MFA's on-going dialogue with AADK. Recommendations may include areas for further review.

Scope of Work

The scope of work will include, but not necessarily be limited to, assessment of the following:

Strategic level

As outlined below, the Review should assess AADK's *alignment* with the strategic direction of the MFA as well as the strategic direction of the AAI. This involves assessing:

1. AADK's *integration* into AAI's organisational structure, programmatic profile and financial management systems, including division of roles between AADK, AAI and country offices, including participation of AADK's partners and membership in the overall strategic planning of AADK and ability to influence this.
2. AADK's ability to *influence* and *leverage* its priorities into and through the Federation, especially through delegated leadership, as well as the *value-add* (in both directions) of AADK's affiliation with the Federation. The review should assess to which extent AADK's affiliation with the AAI has resulted in more development for the same resources.

Programmatic level

The Review should make an in-depth assessment of AADK's (and, where relevant to this, AA country offices') capacity to design, implement, monitor and learn from civil society and humanitarian programmes. Focus will be on AADK's ability to ensure and influence the programmatic level. The review will assess:

1. *Division of roles* in the project cycle between AADK, AA country offices and Global Platforms, and the influence and value-add of AADK, and how the AADK draws on and influences the AAI to this end. Special emphasis should be given to AADK's ability to influence global policy processes and connecting the local and global owing to the affiliation to the Federation as well as the value add of the Federation to AADK within humanitarian realm.
2. Quality and relevance of the *programmatic analysis*, including context analyses, needs assessments, conflict sensitivity, risk assessments – also in relation to programmes in areas affected by conflict and/or natural disaster.
3. Quality and appropriateness of the *programmatic design*, incl. theories of change and results framework. This should be based on a sample of detailed results frameworks underpinning programmes financed under the engagement with the MFA. The sample should include global programmes and programmes from areas affected by conflict and/or natural disaster.
4. Capacity and track record in integrating a *human rights based approach* (HRBA), especially principles of participation, accountability, non-discrimination and transparency (PANT), the principle of leaving no-one behind, and gender equality in programmes as well as internally in AADK, country offices and AAI.
5. Capacity to *deliver quality results* on the ground (effectiveness/outcome level) against stated goals and objectives. This includes project - and risk management systems and capacities. It also includes abilities and systems to quality assure programmatic delivery.
6. Quality and reliability of *M&E and learning* systems, including the quality and relevance of key outcome indicators considering, among others, the SDGs, and follow-up: Are results/ data regularly tracked and reviewed by management? Does the organisation have a solid, rigorous approach to documenting effects of its interventions? Does the organisation systematically learn from its programming?
7. Approach and capacity to ensure *sustainability of its interventions*.

Humanitarian action

Recognizing that AADK has for the first time obtained a humanitarian grant from Danida through the strategic partnership, the Review should assess AADK's (and, where relevant to this, ActionAid country offices') capacity to adhere to and deliver results in accordance with *'good practice' humanitarian approaches* as outlined below. Focus will be on AADK's ability to ensure and influence this. Based on a desk study, interviews, a *sample* of programmes and one field visits, it will assess:

1. Adherence to the humanitarian principles and leaving no-one behind.
2. Relation to/engagement and potential added value of AADK/AAI to UN cluster coordination and consolidated appeal systems, management and coordination with other actors.
3. Engagement with duty bearers and other actors to facilitate humanitarian action, protection and accountability to affected populations.
4. Ability to reach vulnerable people and quality of stakeholder- and needs assessment as a prerequisite for needs-driven humanitarian assistance.
5. Cooperation with local partners in developing and delivering humanitarian action.
6. Effectiveness of approaches to develop capacities of communities, national and local organisations, local authorities and other actors, to prepare for and respond to crises.

Partnership approach

The Review should assess AADK's (and, where relevant to this, ActionAid country offices') capacity to adhere to and deliver results in accordance with *'good practice' partnership approaches* as outlined below. Focus will be on AADK's ability to ensure and influence this. It will assess:

1. Quality of partnership strategies, including choice of relevant South-based partners, partner capacity assessments and sustainability/exit considerations.
2. Effectiveness of approaches to capacity development of local partners, including social movements, and complementarity between the different approaches, including in the area of evidence-based advocacy.
3. Approach to localisation both within development and humanitarian action, incl. share of AADK funds channelled to local partners, both AA partners and not-AA partners.
4. Approaches to development of and engagement in new forms of partnerships and networks, contributing with knowledge, expertise and technology.
5. Ability to engage effectively with the private sector to develop new solutions, promote synergies and scale up the impact of Danish development and humanitarian action.
6. Capacity to promote and scale up innovative practices.

Administrative/Organisational level

The Review will assess AADK, as well as *sampled* ActionAid country offices' and partners', administrative and organisational capacity to deliver on the focus areas of the engagement with the MFA and comply with relevant guidelines and requirements. This includes, but is not limited to, an assessment of systems, resourcing and track record in the following areas:

1. Adequacy of resourcing of management and technical staff in AADK's HQ and ActionAid country office in relation to programmatic requirements.
2. Effectiveness of recruitment, capacity strengthening and career development/staff retention in relation to delivering on the programme objectives (based on a sample).
3. Adequacy of adjustments in systems, resourcing and capacity strengthening to ensure capacity to deliver on the new programme area of humanitarian interventions, e.g. training of all staff in humanitarian assistance.
4. Practice to ensure the safety and security of staff working in fragile contexts, e.g. training of employees before deployment in fragile contexts.
5. Status of AADK on follow-up of the MFA recommendation to achieve CHS verification.

6. Safeguarding guidelines, procedures and practices to identify and handle allegations around sexual exploitation and abuse and other forms of unethical behaviour of staff.
7. Accountability mechanisms in place that ensure satisfactory accountability towards beneficiaries while also promoting responsiveness and flexibility.
8. AADK's popular foundation in Denmark, incl. effectiveness in mobilising members, engaging the Danish public and strengthening the general level of understanding of the effects of globalization, the SDG's and Danish international development cooperation and humanitarian action through SoMe amongst others.

Financial management level

In close dialogue with the MFA Technical Quality Support unit, the Review will assess the adequacy, transparency and quality of the financial management setup, systems and procedures of AADK, and of *sampled* ActionAid country offices and local partners, and how the set-up contributes to the achievement of the results and compliance with guidelines and requirements. This includes, but is not limited to, assessment of:

1. The degree to which the current financial management setup promotes the overall objectives of the organisation and obligations in the Strategic Partnership agreement.
2. Compliance with MFA guidelines, established internal procedures for financial management, to what extent they are known by the staff and regularly updated, and the involvement of management and technical staff in project financial management.
3. Adequacy of setup to ensure transparency and financial accountability, quality of internal control environment, division of financial management responsibilities internally and between AADK and AAI, segregation of duties, and flow of funds (securing a clear and intact accounting and audit trail) between AADK and other ActionAid affiliates (especially country leads).
4. Financial and/or accounting system(s) allowing for adequate budgeting, management of commitments and disbursements, timely financial reporting, as well as clear cost allocation to donors and projects.
5. Overall quality of financial audits, adherence to applicable audit standards and organisational capacity to follow-up on findings.
6. Adequacy of established procedures to promote cost-efficiency and cost-effectiveness.
7. Procedures and practice for financial monitoring of funds delegated to country operations, including financial monitoring of local partners and country offices with a risk-based approach and focused both on control and organisational learning.
8. Assessment of financial management capacity and compliance of sampled implementing organisations, country offices and local partners in AADK's financial management setup including the adherence to audit instructions.
9. Relevance and willingness to administer funds from other humanitarian budgets e.g. pooled humanitarian funds under the Strategy for Danish Humanitarian Action as well as funds from other donors (ECHO, Usage of activity specific technical assistance (including distribution between head office and local offices) and assessment of AADK's total administrative overhead.
10. Understanding of anticorruption and how the organisation works with anticorruption, including anticorruption policy, established procedures for the management of suspected irregularities, and whistle blower functions.

Methodology

The Review will be based on desk (document) assessments, interviews with AADK and relevant stakeholders in Denmark and two field visits. It will be based on a *sample* of three programmes under the Strategic Partnership Agreement, which includes: Kenya, Palestine (limited to the humanitarian engagement) and the global programme on participatory democracy and youth representation. The review will be concluded by the presentation of a review report.

The desk assessment will be based on documentation relevant to the above *Scope of Work* from the MFA, AADK, AADK's partners and AAI. It will include strategies, programme documentation and relevant organisational policies, procedures and guidance documents. The interviews in Denmark will include relevant AADK and MFA staff as well as stakeholders deemed relevant according to the *Scope of Work*. The planned field visits to Kenya and Palestine will be used to assess performance, compliance and validate findings from the desk study and Copenhagen interviews at field level by looking at selected projects implemented by the ActionAid country offices. Where possible, this part of the review will assess the link between AADK's support to projects in the field and AADK's strategic work in general. The field visits will inform and validate the review of AADK's strategies, plans and activities in practice. The terminology used in the Review will be in accordance with the OECD Glossary of Key Terms in Evaluation and Results Based Management.:

Outputs

- An inception report, not exceeding 10 pages plus annexes, based on the desk study and initial interviews, which will serve as a presentation of the main issues to be addressed during the data collection/field work, as well as detailing and fine-tuning the methodology and work plan.
- A debriefing presentation (powerpoint), based on the data collection/field work, which will present the preliminary findings for discussion.
- A review report, not exceeding 30 pages (max. 15 recommendations), plus annexes.

Organisation of Work

The Review will be organised in four phases (tentative dates):

Phases	Main activities	Timing
Inception	Meeting(s) with MFA team leader to clarify methodology and division of labour. Preparatory desk study to analyse key documents, in particular as related to organisational and financial management of AADK, the selected themes, as well as the country programmes. Based on this, the team will draft an inception report describing the approach and methodology of the review and field study. Initial interviews and consultations in Denmark and abroad. Meeting between review team and responsible HMC team to discuss inception report.	10 - 29 Jan.
Data collection in CPH	Workshop and interviews with key staff at AADK's premises, as well as meetings with MFA and other relevant resource persons in Denmark.	1 Feb. - 8 Feb.
Field mission	Meetings with ActionAid country offices and selected local partners in Kenya and Palestine to assess in practice how methodological issues, policies and strategies have been implemented, performance and results	17 Feb. – 24 Mar.

Phases	Main activities	Timing
	achieved. Asses performance and compliance of financial management of partners and country offices. Feed-back of preliminary observations to/at ActionAid offices.	
De-briefing	Debriefing meetings in Copenhagen with HMC/MFA and subsequently with AADK.	4 - 6 Mar.
Reporting	Draft report for discussion and comments by HMC/MFA and subsequently AADK. Finalisation of report	15 Mar. 30 Mar.

Consultants

The Technical Quality Support department (TQS) of the MFA will lead the review. The review team will comprise consultants as specified below. In addition, staff from HMC/MFA may join the team as resource persons at the expense of their own department.

Consultants: Three international consultants/experts are required for this assignment with an estimated maximum budget indicated in the section below. The team should include an expert in organisational/capacity development of civil society organisations (team leader for the external team referring to the overall MFA team leader); a programme and results management expert and an expert in financial management and programme administration.

Proposal: The consultants' proposal should contain relevant CVs as well as a brief proposal for a methodology (max 2 pp.) based on these Terms of Reference.

Conflict of interest: Consultants (company and team members) should document that they have no/or have had no substantial (e.g. extensive or senior level) affiliation to AADK or the organisation's partners in the countries selected for field work, which might constitute a conflict of interest.

Criteria: Proposed CVs will be evaluated according to the following roles and criteria:

1) Expert in organisational/capacity development of civil society organisations (team leader for the external consultant team)

General qualifications:

- Master's degree in social sciences or related field
- At least 10 years of working experience within organisational development and rights-based civil society organisations

Adequacy for the assignment:

Extensive relevant experience from similar assignments, including each of the following:

- Documented experience with capacity assessments and organisational development/learning of civil society organisations, ideally in the context of development and humanitarian action.
- State-of-the-art understanding of global civil society trends, specifically including experience with the business models of multi-national civil society organisations with partners/affiliates/members based across multiple countries.
- Experience as a team leader on similar assignments.
- Experience with MFA [Aid Management Guidelines](#), rules and procedures, preferably in relation to [grants to Danish strategic civil society partners/framework organisations](#).

Experience in the region and language:

- Experience from developing countries and countries affected by conflict and humanitarian crisis
- Excellent drafting skills in English
- Experience from Sub-Saharan Africa and the Middle East
- Desirable: Ability to read and understand Danish

The Organisational Development Expert will function as team leader for the external consultant team under the overall team-leadership of the TQS/MFA representative.

2) A programme and results management expert

General qualifications:

- Master's degree in social sciences or related field
- At least 8 years of working experience with civil society organisations, including a majority of this from field-level work

Adequacy for the assignment:

Extensive relevant experience from similar assignments, including each of the following:

- Experience working within the context of protracted humanitarian crisis and humanitarian/development programming in conflict affected areas.
- Experience with sector-specific/thematic programming, ideally (but not necessarily) within women and youth's protection and resilience in protracted crisis, and with the localization agenda within the Grand Bargain context.
- Experience with partnership and capacity building approaches.
- Experience with international civil society organisations working with local partners.
- Experience with programmatic reviews and learning in a development and humanitarian context
- Experience with results-based management and theory of change approaches
- Desirable: Experience with advocacy approaches

Experience in the region and language:

- Experience from Sub-Saharan Africa and the Middle East
- Experience from countries affected by conflict and humanitarian crisis
- Excellent drafting skills in English

3) An expert in financial management and programme administration.

General qualifications:

- Relevant academic degree
- At least 5 years of working experience within civil society financial management, including considerable field-level work

Adequacy of the assignment:

Extensive relevant experience from similar assignments, including each of the following:

- Experience in assessing and analysing cost efficiency and effectiveness, financial management setups, procedures and reporting
- Knowledge of international accounting and audit standards and procedures
- Experience with anti-corruption and fraud management and prevention
- Experience from conducting capacity assessments or assessments of international and national civil society organisations working with development and humanitarian action especially in relation to financial management

- Experience with monitoring, evaluation, accountability and learning system
- Experience with MFA [Aid Management Guidelines](#), rules and procedures, preferably in relation to [grants to Danish strategic civil society partners/framework organisations](#)
- Experience with organisational management, administrative systems and procedures

Experience in the region and language:

- Experience from developing countries, ideally countries affected by conflict and humanitarian crisis
- Excellent drafting skills in English
- Ability to read and understand Danish
- Desirable: Experience from Sub-Saharan Africa and the Middle East

Budget

The maximum contract amount is DKK 1,000,000 and the consultant shall budget for the following in their financial proposal:

- Fees including any work during the weekends during the field trips in addition to the travel time according to Danida contract conditions.
- Funds for international travel, per diem etc. (The team is expected to stay at the same hotel.)
- A lump sum of DKK 30,000 for logistical expenses during field work (such as local transport, domestic flights, car rentals, meeting rooms and workshop materials).
- A lump sum of DKK 40,000 for safety & security expenses during field work, specifically in Palestine.
- A lump sum of DKK 30,000 for costs related to meeting in Denmark.
- Funds for audit.

The budget should be based on a total of 91 person-days, divided by 3 international experts as outlined below. The exact number of days may be decreased and/or re-distributed among team members and will be decided upon during the inception phase and subject to the finalized methodology developed in the inception report.

Please note: work/travel on weekend days is expected during field trips. Moreover, report drafting is also expected during field trips when down time allows it.

Expertise: Total 91 working days (estimated)	
Organisational/capacity development expert (estimated 35 days)	12 days for inception (desk study, inception report, inception workshop and meetings in Copenhagen) 4 days for data collection in Copenhagen 9 days for field visits to Kenya (7 days), including 2 travel days 10 days for reporting (presentation of findings, drafting, review and revision)
A programme and results management expert (estimated 32 days)	8 days for inception (desk study, inception report, inception workshop and meetings in Copenhagen) 4 days for data collection in Copenhagen 15 days for field visits to Kenya (7 days) and Palestine (4 days), including 4 travel days 5 days for reporting (presentation of findings, drafting, review and revision)

Financial management and programme administration expert (estimated 24 days)	6 days for inception (desk study, inception report, inception workshop and meetings in Copenhagen) 4 days for data collection in Copenhagen 9 days for field visits to Kenya, including 2 travel days 5 days for reporting (presentation of findings, drafting, review and revision)
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Background Documentation (preliminary)

MFA documents:

- The World 2030: Denmark's Strategy for Development Cooperation and Humanitarian Action
- Information Note on Strategic partnerships between Danish civil society organisations & the MFA
- Policy for Danish Support to Civil Society
- Administrative Guidelines for Strategic Partners (Jan. 2018)
- Assessment of AADKs applications for Strategic Partnership, 2017
- Minutes from annual negotiations between AADK and MFA/HMC
- Previous assessment and review (2014)
- Minutes from financial monitoring visit 2016

AADK documents:

- Engagement with the MFA
- Annual work plan and budget 2019
- Annual results reports (general and for selected programmes)
- Previous assessment, evaluation and financial monitoring reports
- Relevant policy and strategic documents
- Organisational policies, guidelines and manuals
- Programme/project management guidelines and manuals
- Financial management guidelines and manuals
- Relevant project documentation for the selected sample
- ActionAid Federation organisational structure

Annex B: List of persons met

List of Interviewees – Danida Review of AADK, January-March 2019

AADK staff

Name	Title	Team
Tim Whyte	Secretary General	Leadership
Jakob Kirkemann Boesen	International Director	Leadership
Jonas Giersing	Director of Operations	Leadership
Vibeke Vinther	National Director	Leadership
Nora Christiansen	Campaign & Mobilisation Director	Leadership
Lars Koch	Policy Director	People's Policy Lab
Lisbeth Petersen	Head of International Programme & Policy	International Programme & Policy
Kirsten Hjørholm	Humanitarian Policy & Programme Manager	International Programme & Policy
Karen Ansbæk	Senior Programme Manager	International Programme & Policy
Morten Gøbel Poulsen	Senior Programme Manager	International Programme & Policy
Mads Wegner Hove	Senior Programme Manager	International Programme & Policy
Dorte Tietze	Senior Programme Manager	International Programme & Policy
Astrid Coyne-Jensen	Senior Programme Manager	International Programme & Policy
Søren Tuxen Faber	Institutional Funding Advisor	International Programme & Policy
Anne Louise Carstens	Head of Innovation & Social Movements	Youth Organising & Activism
Camilla Holm-Jensen	Head of Global Platforms	Youth Organising & Activism
Søren Warburg	Youth Movement Learning Advisor	Youth Organising & Activism
Peter Tindborg	Innovation & Documentation Lead	Youth Organising & Activism
Laura Bonderup Jensen	Coordinator for New Innovation & Activism	Youth Organising & Activism
Mette Hvilby	Head of Learning & Capacity	Learning & Capacity
Ida Hrønn Nielsen	Knowledge & Digital Learning Manager	Learning & Capacity
Theis Dencker	People to People Capacity Dev. Coordinator	Learning & Capacity
Signe Borker Bjerre	Learning & Governance Specialist	Learning & Capacity
Annette Them Serup	Head of Finance	Finance
Andros Morales	Controller	Finance
Pierre Vernet	Head of People & System Development	People & System Development
Helene Bach	PME Coordinator	Accountability Unit
Benedikte Jeppesen	PME Specialist	Accountability Unit
Kristian Høyen	Compliance Coordinator	Accountability Unit

AADK volunteers

Name	Title	Project/area
Emilie Olander	Volunteer	Verdensklasse
Nanna Cecilie Bruun	Volunteer	Mellemrummet
Vivian Klausen	Volunteer	Mellemrummet
June Thalin Worm	Volunteer	Sammen mod Racisme
Sarah Zarhdani	Volunteer	Sammen mod Racisme
Line Villefrance	Volunteer	Verdensklasse, Mellemrummet
Trine Nørgård Pedersen	Volunteer	Pool of Trainers
Louise Larsen	Volunteer	Global Contact, Inequality Campaign
Gunvor Bennekow	Volunteer	Aktive Pensionskunder
Eden Tewolde	Volunteer	Lokaldemokrati
Josefine Lindskov Birgens	Volunteer	Lokaldemokrati

AADK board members

Name	Title	Entity
Helle Munk Ravnborg	Chairwoman	AADK Board
Anders Hamming	Finance & Audit Committee Chairperson	AADK Board

AA Kenya staff & other stakeholders in Kenya

Name	Title	Organisation
Makena Mwobobia	Executive Director	AA Kenya
Philip Kilonzo	Head of Programmes, Policy & Campaigns	AA Kenya
Jack Odhiambo	Head of Finance	AA Kenya
Teresia Mwangi Anderson	Global Platform Manager	AA Kenya
Lucy Ojiambo	National Policy and Governance Officer	AA Kenya
Pascaline N. Kangethe	Head of Programme Quality and Compliance	AA Kenya
Albanus Munyoki	Senior Accountant	AA Kenya
Valentine Wanjihia	Donor Compliance and Resource Mobilisation	AA Kenya
Belinda Kariuki	Internal Auditor	AA Kenya
Rosemary Arende	HR Manager	AA Kenya
Collins Odhiambo	Global Platform Deputy Manager	AA Kenya
Mathias Kure	Project Manager, Social Entrepreneurship	AA Kenya
Samson Michura	Team Leader	AA Kenya, Khwisero PSU
Rebecca Kalume	Capacity Building Coordinator Resource Mobilization and M&E	AA Kenya, Khwisero PSU
Jane Kigen	Team Leader	AA Kenya, Bamburi PSU
Esther Khoba	Senior Accountant	AA Kenya, Bamburi PSU
Samuel Wahome	Accountant	AA Kenya, Bamburi PSU
Virginia Nduta	Executive Director	Women Empowerment Link
Julie Ngoiri	Project Officer	Women Empowerment Link
Omiti Odhiambo	Head of Programmes	Women Empowerment Link
Pollicap Otieno-Odooyo	Finance & Admin Manager	Women Empowerment Link
Nancy Karimi	Accounts Officer	Women Empowerment Link
Mbuki Mburu	Civic Engagement Officer	PAWA245
Joseph Mutitika	Finance Officer	PAWA245
Michael Owino	Programs Manager	PAWA245
Patricia Ngene	Finance officer	PAWA245
Chebet Lesan	Founder and CEO	Bright Green Renewable Energy
Steven Maina	CIO	Imara TV
Henry Kilonzo	Senior Manager- Safaricom Mpesa Foundation	Safari.com
Philip Tomno	Programme Manager	Bare Care
Amos Chemuna	Programme Officer	Bare Care
Isaac Chemngorem	Chairman	Bondeni Elders Group
Adam Yusuf	Chairman	Naweza CBO
Yansin Kahlfan	MEMBER	SUPKEM Baringo Branch
Amina Hassan	Member	Al-Answar Youth Group
Justin Toroitich	Member	Satda Youth Group
Maccah Hamisi	Chairlady	Bondeni Women Entrepreneurship Group
Hon. Mary C. Panga	Chief Executive Committee Member (CEC)	Baringo Health Department
Dr. Chiromo	Chief Officer	Baringo Health Department
Jackton Kimtai	Clerk of County Committee of Budgets and Appropriations	County Assembly Committee of Baringo Budgets and Appropriations
Wesley Kiprop	Director Civic Education and Public engagements	Baringo County Executive Civic Education Department
Phennympenawe Mwatata	Finance Officer	Kilifi Citizen's Forum

	Focus Group Discussion with 8 people	Kilifi Citizen's Forum
	Focus Group Discussion with 6 Activistas	Activista
Wilberforce Mwinga	Director Budget Management and Policy	Kilifi County Assembly
Violet Muthiga	Chief Executive Director	Sauti Ya Wanawake
Beldine Otieno	Project officer	Sauti Ya Wanawake
Luli Amin	Finance Officer	Sauti Ya Wanawake
Elizabeth Hamisi	Assistant Finance Officer	Sauti Ya Wanawake
Beatrice Keronga	Inspirator	P4C
Eve Sebby	Clerk of the County Assembly	Mombasa County Assembly
Emily Sialo	2 nd Clerk of the County Assembly	Mombasa County Assembly
Elvina Mzungu	Head of Social workers Mombasa County	Mombasa County
Esther Ingolo	Director Gender	Mombasa County
Milka Wangare	Leader of Women Caucus- MCA	Mombasa County Assembly
Patricia Katana	Secretary to the Speaker's office	Mombasa County Assembly
	Focus Group Discussion with 5 Sauti Women	Sauti Ya Wanawake
Daisy Amdani	Executive Director CRAWN TRUST / National Women Steering Committee NWSC	NWSC
Teresia Kaindi Muli	Kajiado County	NWSC
Teresia Nyokabi Mwiha	Kajiado County	NWSC
Elizabeth Kaguta	Kajiado County	NWSC
Winfred Kimeu	CRAWN Trust	NWSC
Henrik Larsen	Deputy Head of Embassy	Royal Danish Embassy, Nairobi

AA Palestine staff & other stakeholders in Palestine

Name	Title	Organisation
Ibrahim Ibraigheth	Country Director	AA Palestine (Hebron)
Amani Mustafa	Head of Programmes	AA Palestine (Hebron)
Nadim Zaghloul	Head of Operations	AA Palestine (Hebron)
Rawan Issa	Finance Officer	AA Palestine (Hebron)
Wissam Shweiki	Global Platform Manager	AA Palestine (Bethlehem)
Yasser Toshtash	Programme Coordinator	AA Palestine (Gaza)
Samah Kasab	Senior Programme Officer	AA Palestine (Gaza)
Rania Al Buji	Finance & Admin Officer	AA Palestine (Gaza)
Abed Monem Tahrawy	Chairman	Wefaq
Bothaina Soboh	HUM Coordinator	Wefaq
Saleem Basher Qeshta	Finance Officer	Wefaq
Samaher Abed Abuzayed	Protection Officer	Wefaq
Amna Abdelazeez Lafy	Psychologist	Wefaq
Randa Kamal Ezaqzouq	Lawyer	Wefaq
Nesreen Azmi Jouda	Psychologist	Wefaq
Alaa Hamed Abdewahab	Protection Officer	Wefaq
Fatema Abdullah Lafy	Volunteer	Wefaq
Sami Khader	Director General	MAAN
Jaber Kodah	Deputy Director General	MAAN
Ehab Abu Hosain	Head of Programmes	MAAN
Ahmad Zakoot	Programme Officer	MAAN
Raghela Ramaden	Programmes Support Officer	MAAN
Manal El Hassanat	Financial Officer	MAAN
Mohamed Shatat	Senior Accountant	MAAN
Haya Fawzi Aburaya	Economic Specialist	MAAN
Amer Maher Safi	Project Coordinator	MAAN
Amjad Shawa	Director, Gaza Branch	PNGO
Fidaa Sinwar	Project Coordinator	PNGO
Hanaa Abu Al Qaraya	Accountant	PNGO
Ala'a Eneem	Volunteer	PNGO

Sarah Muscroft	Head of Office	OCHA
Veronica Bertozzi	Programme Officer	Italian Agency for Development Cooperation
Mazem Naim	AIDA Gaza Coordinator	AIDA
Noel Tsekouras	Head of Gaza Sub-office	OCHA
Amira Mohana	Gender Programme Associate/Gaza GBV Sub-cluster Coordinator	UNFPA
Helene Storm	Deputy Head of Representative Office	Representative Office of Denmark, Ramallah
Cecilie Fenger Michaelsen	Head of Cooperation	Representative Office of Denmark, Ramallah
Khaled Mansour	Programme Manager	Representative Office of Denmark, Ramallah
Shorouk Na'el Erayess	Psychologist	UGS
Raid Ghazi Etaramsi	Nurse	UHCC
Aya Zaqout	Psychologist	Aisha

AAI staff

Name	Title	Organisation/unit
Everjoice Win	Programmes & Global Engagement Director	AAI
David Archer	Head of Public Services & Civic Participation	AAI
Ennie Chipembere	Head of Programme Quality & Learning	AAI
Arthur Larok	Federation Development Director	AAI
Mary Wandia	Policy Advisor on Civic Participation	AAI
Sonya Ruparel	Humanitarian Operations Programme Manager (IHART)	AAI

Other stakeholders in Denmark

Name	Title	Organisation
Peter Christiansen	Head of Secretariat	Globalt Fokus
Marie Sandvad Pedersen	International Coordinator	Kalundborg Gymnasium
Mette Fjalland	Communications & Liaison Officer	UNDP
Mette Vadstrup	Corporate Responsibility Manager	PFA
Joakim Juul Larsen	Auditor	KPMG
Sisse Christensen	Head of Section, HMC	Ministry of Foreign Affairs
Anders Stuhr Svensson	Special Advisor, KFU	Ministry of Foreign Affairs

Annex C: List of documents

List of background documents for Review of AADK 2019

Red = Kenya (CIV country programme)
Green = Palestine (HUM country programme)
Blue = Participatory Democracy & Youth Representation (CIV global programme)

1. Strategic level

1.1. MFA strategy & background documents

- 1.1.1. The World 2030 Denmark's Strategy for Development Cooperation and Humanitarian Action
- 1.1.2. Policy for Danish Support to Civil Society
- 1.1.3. Information Note on Strategic partnerships between Danish civil society org. & the MFA
- 1.1.4. Administrative Guidelines for Strategic Partners (Sep 2017)

1.2. AADK & AA strategies

- 1.2.1. AADK Strategy 2012-2017
- 1.2.2. AADK Strategy 2018-2022
- 1.2.3. AADK Building a global activist organization for the 21st century
- 1.2.4. AA Strategy 2012-2017
- 1.2.5. AA Strategy 2018-2028

1.3. AADK engagement with the MFA

1.3.1. Framework applications & results reports 2014-2017

- 1.3.1.1. Framework application 2014
- 1.3.1.2. Framework application 2015-2017 & results report 2014
- 1.3.1.3. Framework application 2017 & results reports 2015
- 1.3.1.4. Framework results report 2016
- 1.3.1.5. Framework results report 2017

1.3.2. Framework budgets and financial reports 2014-2017

- 1.3.2.1. Framework financial report 2014 & budget 2016
- 1.3.2.2. Framework financial report 2015 & budget 2017
- 1.3.2.3. Framework financial report 2016
- 1.3.2.4. Framework financial report 2017

1.3.3. SPA application 2018-2021 (April 2017)

- 1.3.3.1. AADK Danida Application Strategic Partnership
- 1.3.3.2. AADK All Annexes
- 1.3.3.3. Evalueringsnote. MS_AADK CIV
- 1.3.3.4. Evalueringsnote. MS-AADK. HUM
- 1.3.3.5. AADK referat fra valideringsmøde HUM og CIV 29 juni 2017

1.3.4. SPA programme (Nov 2017)

- 1.3.4.1. AADK Partnership Engagement
- 1.3.4.2. ToC Bangladesh
- 1.3.4.3. ToC Kenya
- 1.3.4.4. ToC Mozambique
- 1.3.4.5. ToC Myanmar
- 1.3.4.6. ToC Nigeria
- 1.3.4.7. ToC Tanzania
- 1.3.4.8. ToC Uganda
- 1.3.4.9. ToC Zambia
- 1.3.4.10. ToC Zimbabwe
- 1.3.4.11. ToC ARI (CIV)
- 1.3.4.12. ToC Palestine (CIV)

- 1.3.4.13. ToC Global programme Tax & GRPS
- 1.3.4.14. [ToC Global programme Participatory Democracy](#)
- 1.3.4.15. ToC Global programme Economic opportunities
- 1.3.4.16. ToC HUM Rights and Resilience in protracted crises
- 1.3.4.17. AADK Summary Results Framework
- 1.3.4.18. Innovation challenge and approach
- 1.3.4.19. PRI Youth Activism SDG
- 1.3.4.20. Flexible funds and CHS Status
- 1.3.4.21. CIV budget plans
- 1.3.4.22. HUM budget plans

1.3.5. Annual consultations between MFA and AADK (2017 & 2018)

- 1.3.5.1. Referat af årskonsultation m. MS. AADK (2017)
- 1.3.5.2. Strategic Update (2018)
- 1.3.5.3. Strategic Alignment (2018)
- 1.3.5.4. Summary of updated ToCs (2018)
- 1.3.5.5. [Updated ToC Participatory Democracy \(2018\)](#)
- 1.3.5.6. Updated ToC HUM Global Programme (2018)
- 1.3.5.7. [Updated ToC HUM Palestine \(2018\)](#)
- 1.3.5.8. Updated innovation document (2018)
- 1.3.5.9. PRI (2018)
- 1.3.5.10. Updated AADK Summary Results Framework (2018)
- 1.3.5.11. Structure and organisation of HUM programme (2018)
- 1.3.5.12. Note on HUM ARI AADK Capacity (2018)
- 1.3.5.13. AADK status on CHS group verification 2018 (2018)
- 1.3.5.14. Budget CIV 2019 (2018)
- 1.3.5.15. Budget HUM 2019 (2018)
- 1.3.5.16. Updated budget HUM 2018 (2018)
- 1.3.5.17. Strategisk overligger (2018)
- 1.3.5.18. Referat. Teknisk formøde. Mellempfolkeligt Samvirke. 6. november (2018)
- 1.3.5.19. Referat. Årskonsultation. Mellempfolkeligt Samvirke (2018)
- 1.3.5.20. Opfølgning på årskonsultation 2018. Feedback ift. programbeskrivelser HUM (2018)

1.3.6. Last Review and Financial Monitoring Visit by the MFA

- 1.3.6.1. Review of AADK 2014
- 1.3.6.2. Financial Monitoring Visit to AADK 2016
- 1.3.6.3. Follow-up on Danida Review 2014 and Financial Monitoring Visit 2016

1.4. AADK annual accounts

- 1.4.1. Annual accounts 2014
- 1.4.2. Annual accounts 2015
- 1.4.3. Annual accounts 2016
- 1.4.4. Annual accounts 2017

1.5. Strategic collaboration AAI-AADK

- 1.5.1. Board to board agreement 2013-2017
- 1.5.2. Board to board agreement 2018-2022
- 1.5.3. MoU of delegated responsibilities for board
- 1.5.4. Paper on international platforms for joint planning and delivery of our mission - draft
- 1.5.5. Building a networked federation to increase and deepen impact
- 1.5.6. Delegation process
- 1.5.7. FAQs on changing ways of working and restructuring

- 1.5.8. AA Working group on civic participation and democratic space
- 1.5.9. Brochure - Building a Networked Federation 2014
- 1.5.10. Constitution of AAI
- 1.5.11. Global Secretariat – proposed roles and structure May 2017
- 1.5.12. Revised TOR for Federation Leadership Team (revised August 2016)
- 1.5.13. TOR for International Platforms 2017

2. Programmatic level

2.1. Programmatic analysis and design

- 2.1.1. AA Human Rights Based Approach
- 2.1.2. AADK Project & Programme Management Handbook
- 2.1.3. Programme document for Kenya
- 2.1.4. Programme document for Palestine
- 2.1.5. Project document for global programme on participatory democracy & youth representation
- 2.1.6. Framework document for institutional resilience delegation
- 2.1.7. AA Kenya's Country Strategic Plan 2018-2028
- 2.1.8. AA Palestine Country Strategic Plan 2018-2022
- 2.1.9. Protection Assessment Report Palestine
- 2.1.10. AADK HUM Risk Analysis Nov 2018
- 2.1.11. Contingency plan Palestine Dec 2017
- 2.1.12. Contingency plan Ma'an 2017
- 2.1.13. GP unique services (introduction to Global Platforms)
- 2.1.14. Youth Engagement Plan 2018-2021
- 2.1.15. Youth Programming Toolkit
- 2.1.16. Innovation project description
- 2.1.17. Innovation - template for description of pilot projects
- 2.1.18. Innovation - description of operational setup of pilot projects
- 2.1.19. GRPS Framework
- 2.1.20. Programme Objective Plan Kenya 2014-2017

2.2. Implementation and follow-up

- 2.2.1. General reflections on the annual plan template 2019 (CIV)
- 2.2.2. Activity plan and budget template 2019 (CIV)
- 2.2.3. Activity plan and budget template 2019 (HUM)
- 2.2.4. Activity plan and budget Kenya 2018
- 2.2.5. General reflections on the annual plan Kenya 2019
- 2.2.6. Activity plan and budget Kenya 2019
- 2.2.7. Activity plan and budget Palestine 2018
- 2.2.8. Activity plan and budget Palestine 2019
- 2.2.9. Back to office report Kenya Nov 2015
- 2.2.10. Back to office report Palestine March-April 2018
- 2.2.11. Partnership Visit ToR
- 2.2.12. Steering Committee ToR

2.3. M&E and results documentation

- 2.3.1. AADK MEL Guideline
- 2.3.2. Generic reporting template country programmes (CIV)
- 2.3.3. Generic reporting template country programmes (HUM)
- 2.3.4. Generic reporting template global programme on participatory democracy
- 2.3.5. Generic reporting template global programme (HUM)

- 2.3.6. Counting methodology Framework Agreement
- 2.3.7. Counting methodology SPA
- 2.3.8. Data collection template
- 2.3.9. [Annual narrative report Kenya 2017](#)
- 2.3.10. [Semi-annual narrative report Kenya 2018](#)
- 2.3.11. [Semi-annual narrative report Palestine 2018](#)
- 2.3.12. [Annual financial report Kenya 2017](#)
- 2.3.13. P4C quantitative impact assessment survey 2016
- 2.3.14. P4C qualitative impact assessment report 2016
- 2.3.15. [P4C annual summary report - advisors - Kenya 2017](#)
- 2.3.16. [P4C annual summary report - inspirators - Kenya 2017](#)
- 2.3.17. P4C annual summary report – inspirators – Palestine 2016
- 2.3.18. Global Platforms Semi-annual reporting 2018
- 2.3.19. Global Platforms change stories
- 2.3.20. Innovation final reporting format for pilot projects
- 2.3.21. Power in youth communique 2015
- 2.3.22. Youth leading the world 2030 report
- 2.3.23. Youth and social enterprise 2014
- 2.3.24. [Tax justice programme evaluation report 2017](#)
- 2.3.25. [Learning from outcomes, planning for change 2017](#)
- 2.3.26. [P4C learning review 2017](#)
- 2.3.27. [Review of results, outcomes and approach ARI 2012-16](#)
- 2.3.28. AAI external stocktaking
- 2.3.29. Review of AAI's multi-country campaigns 2013-17
- 2.3.30. Outcomes of international youth work 2018
- 2.3.31. [Annual narrative report Kenya 2018 \(pending – deadline 31 January 2019\)](#)
- 2.3.32. [Annual narrative report Palestine 2018 \(pending – deadline 31 January 2019\)](#)

2.4. Learning

- 2.4.1. AA Global MEL framework for action for global justice 2018-2028 draft
- 2.4.2. Project description institutional learning
- 2.4.3. Localisation in practice, application form
- 2.4.4. Workshop accountability in protracted crises and conflicts 2016
- 2.4.5. Communique protracted crises
- 2.4.6. Report - Tax Power RA Toolkit Tanzania 2017
- 2.4.7. Global Platforms learning principles
- 2.4.8. Global Platforms learning development cycle
- 2.4.9. Social movements learning conversations communique 2018
- 2.4.10. [Experience sharing workshop on shrinking civic space and democratic participation](#)
- 2.4.11. [Concept note and draft agenda electoral accountability - EC PANAF](#)
- 2.4.12. [Electoral accountability workshop report](#)
- 2.4.13. [Attacks on civic and democratic space](#)
- 2.4.14. Global Platform Review_Partner Edition

2.5. Advocacy and networking

- 2.5.1. ActionAid HUM advocacy plan 2019 draft
- 2.5.2. Not what she bargained for - gender and the GB
- 2.5.3. Localization paper for CHS alliance 2018
- 2.5.4. GBV AoR task team localisation Brussels workshop report June 2018
- 2.5.5. Women in global spaces
- 2.5.6. Getting to good report

- 2.5.7. Mistreated tax treaties report
- 2.5.8. Tax report - stemming the spills
- 2.5.9. Progressive taxation policy brief
- 2.5.10. [Summary of EALA Meeting](#)
- 2.5.11. [The East-African Caravan](#)
- 2.5.12. [AU Action Plan under EC PANAF \(co-funded by Danida\)](#)
- 2.5.13. [Meeting with EAC Political Affairs Department](#)
- 2.5.14. [SADG ACDEG and SDG final document](#)
- 2.5.15. [Side event concept note](#)

3. Humanitarian action

- 3.1. AADK status on CHS group verification 2018
- 3.2. Summary of draft AAI group verification report
- 3.3. AA Humanitarian Signature
- 3.4. Women-led community based protection in humanitarian crises manual
- 3.5. Through a different lens - AAA resilience framework
- 3.6. Sharing local perspectives and lived experience 2018 - communique 1
- 3.7. Resilience in protracted crises – reflections from Kenya - communique 2
- 3.8. Resilience in protracted crises - communique 3
- 3.9. Protracted Crises – communique 4
- 3.10. AA Position paper resilient livelihoods in protracted crises 2018
- 3.11. SHAPE framework
- 3.12. Community based protection in protracted crises 2017
- 3.13. Resilient livelihoods in protracted crises 2017
- 3.14. Communique - protracted crises 2017
- 3.15. Accountability in emergencies resource book
- 3.16. AADK CHS Improvement Plan 22.11.18
- 3.17. Concept note AADK Humanitarian Flex Fund
Emergency Preparedness and Response Handbook (<http://eprhandbook.actionaid.org/>)

4. Partnership approach

4.1. Partnership approach & policies

- 4.1.1. AAI partnership policy framework and guidelines
- 4.1.2. AADK International partnership approach
- 4.1.3. [Partnership policy Kenya](#)
- 4.1.4. [Partnership policy Palestine](#)

4.2. Partnership agreements & tools etc.

- 4.2.1. AADK partnership agreement format
- 4.2.2. [Partnership agreement AADK-AAK 2018-21](#)
- 4.2.3. [Partnership agreement AADK-AAP 2018-21](#)
- 4.2.4. [Partnership agreement AAK-Women's Empowerment Link](#)
- 4.2.5. [Partnership agreement AAK-Bare Care Centre](#)
- 4.2.6. [MOU AAP-MAAN](#)
- 4.2.7. [MOU AAP-PNGO](#)
- 4.2.8. [MOU AAP-WEFAQ](#)
- 4.2.9. [Partnership assessment tool AAK](#)
- 4.2.10. [Partnership assessment tool AAK - for primary partners](#)
- 4.2.11. [Partnership assessment tool AAK - for other partners](#)
- 4.2.12. [Partnership guidance note AAK](#)

- 4.2.13. [Annual report 2017 - Women's Empowerment Link](#)
- 4.2.14. [Fourth quarter report 2017 - Bare Care Centre](#)
- 4.2.15. [HUM partners capacity building activities April-Dec 2018](#)
- 4.2.16. [Partner Appraisal – Wefaq](#)
- 4.2.17. [Annex 3 to partnership agreement AADK-AAK 2018-21](#)

5. Administrative & organisational level

5.1. Organisational setup

- 5.1.1. AA global secretariat organogram
- 5.1.2. AADK organisational chart
- 5.1.3. AADK governance setup

5.2. HR strategy and management

- 5.2.1. AADK environmental policy
- 5.2.2. AADK data protection policy
- 5.2.3. AADK diversity policy
- 5.2.4. AADK gender equality policy
- 5.2.5. Sygefraevaerspolitik
- 5.2.6. Teamledelse - opgaver og ressourcer
- 5.2.7. Think pieces - towards transnational feminist responses

5.3. Safety and security management

- 5.3.1. AADK Security manual main frame
- 5.3.2. AA Global staff safety & security policy
- 5.3.3. AA International security organisation
- 5.3.4. AADK Crisis management guide
- 5.3.5. AADK Leadership crisis management guide
- 5.3.6. AA Security guidelines for high profile visits
- 5.3.7. Security activism resources
- 5.3.8. Staff evacuation guideline
- 5.3.9. GP crisis management manual
- 5.3.10. GP security manual
- 5.3.11. IHART EFAST deployment checklist
- 5.3.12. Visitors and security guide

5.4. Code of conduct and related policies

- 5.4.1. AA Code of conduct 2018
- 5.4.2. AA Whistle blowing policy
- 5.4.3. AADK Anti-bribery and corruption policy and guideline
- 5.4.4. AA Anti-sexual harassment policy
- 5.4.5. AA Safeguarding and prevention of sexual exploitation & abuse motion 2018
- 5.4.6. Complaints mechanism and policy
- 5.4.7. Child protection policy 2018
- 5.4.8. AA Bullying and harassment at work policy
- 5.4.9. Policy on frequenting prostitutes
- 5.4.10. Confidentiality statement 2018 – template
- 5.4.11. Confidentiality and non-disclosure agreement
- 5.4.12. Values and policy compliance
- 5.4.13. Protection from Sexual Exploitation and Abuse Policy (DRAFT FOR STAFF CONSULTATION)
- 5.4.14. Sexual Harassment, Exploitation and Abuse at Work Policy (DRAFT FOR STAFF CONSULT.)

5.4.15. Child and Adult At-Risk Safeguarding Policy (DRAFT FOR STAFF CONSULTATION)

5.5. Working conditions

- 5.5.1. Aftale om arbejdstid 2018
- 5.5.2. AC overenskomst 2105
- 5.5.3. HK overenskomst 2015
- 5.5.4. HK tillæg til overenskomst 2018
- 5.5.5. Fælles lokal overenskomst 2018
- 5.5.6. Currency policy 2017
- 5.5.7. Åremålsansættelsesaftale med AC-organisationer 2015

5.6. Accountability

- 5.6.1. AA Accountability, learning and planning system - 2011 update
- 5.6.2. AADK PME system

5.7. Popular foundation

- 5.7.1. Frivillighed og organisering 2018-2019
- 5.7.2. Globale platforme i Danmark
- 5.7.3. Aktive støtter Jan 2019

6. Financial management level

- 6.1. Financial policy and procedures manual
- 6.2. Financial monitoring visits plan
- 6.3. ToR financial monitoring visit Uganda April 2018
- 6.4. ToR country audit Uganda 2018
- 6.5. Financial and administrative guidelines regarding Danida funding
- 6.6. 2018 Budget note for the Board
- 6.7. 2018 Budget Board Overview Matrix
- 6.8. 2018 Budget Board Overview read guide
- 6.9. 2017 Budget note for the Board
- 6.10. 2017 Budget Board Overview Matrix
- 6.11. Procurement screendump from InSight
- 6.12. Procurement Resp Bus Conduct Questionnaire
- 6.13. Procurement example tender
- 6.14. Procurement Management AAI Policy
- 6.15. 2017 AAIK Kenya Annual report
- 6.16. 2017 AAP Palestine Annual report
- 6.17. 2017 AAP ML
- 6.18. 2016 AAIK Kenya Annual report
- 6.19. 2016 AAP Palestine Annual report
- 6.20. 2016 AAP ML
- 6.21. AADK report visit to AA-Kenya 2016
- 6.22. AAI internal audit 2017 AA Palestine
- 6.23. AAI internal audit 2018 AA Kenya
- 6.24. AA-Pal CIV Q3 financial report 2018
- 6.25. AA-Pal HUM Q3 financial report 2018
- 6.26. AAKenya CIV Q3 financial report 2018
- 6.27. TOR Finance and audit committee
- 6.28. Budgetholders responsibility
- 6.29. MS Revisionsudbud 2017 Final
- 6.30. Evalueringskema input til FAC

- 6.31. Tjekliste mds og kvit luk Okt
- 6.32. BS reconciliation 10 2018
- 6.33. AAI Risk Management Framework and Guidelines
- 6.34. AAI Internal Audit Manual
- 6.35. IA ToR - TEMPLATE (Mar 2018)
- 6.36. ML_2015 DRAFT til Deloitte
- 6.37. ML2014 draft with comments
- 6.38. 2017 Q4 Financial Fundraising Pack - Denmark VALUES 22marts
- 6.39. High level Overview 10 2018
- 6.40. 2019 budget note Board Dec 2018
- 6.41. Budget matrix 2019 Board
- 6.42. 2019 Guide to Budget Overview
- 6.43. How to read the Annual Accounts 2017
- 6.44. Annual accounts 2017 Presentation for Board
- 6.45. Årsrapport 2017 for Mellemfolkeligt Samvirke Board
- 6.46. UDKAST Revisionsprotokol Mellemfolkeligt Samvirke 2017
- 6.47. Overview strategic Objectives and modalities
- 6.48. Aftalebrev Mellemfolkeligt Samvirke
- 6.49. Aftalebrev KPMG 2017
- 6.50. 2018 Audit instructions to Partners
- 6.51. Audit Instructions 2018 TCDC
- 6.52. PROFESSIONAL PROFILE - Controller AMG
- 6.53. PROFESSIONAL PROFILE - Controller BHI

Annex D1: The Kenya sample

This sample assesses the AADKs engagement in Kenya through AAK and other partners. Overall it is found that the AADK, through AAK is able to amplify results with the resources available to AADK. AADK makes contributions with regard to some funding security; targeting and inclusion (youth and women); capacity building modalities which focus both on programmes and on coalitions and social movements. There is complementarity between the different approaches and is seen to be increasing in particular with the integration of the Global Platform in the country programme.

Key aspects from the Kenya field visit are covered in the main report, the text below elaborates particular aspects of the findings.

Status of ActionAid Kenya (AAK): *Action Aid Kenya (AAK) is registered under the national NGO Coordination Act and is an experienced civil society actor in Kenya. The highest decision-making authority of the organisation is the General Assembly. Convened on an annual basis, it has representatives from all 47 counties as well as member selected based on individual qualifications. The General Assembly elects the Board (from within its membership). The Board and its three sub-committees (including an Audit Committee and a Finance, Programme and Planning Committee) are convened quarterly. AAK's governance structure thus provides ample opportunity for democratic decision-making, strategic guidance and oversight.*

Organisation of AAK: *The organisational set-up emphasises field presence and closeness to partners and local communities. AAK's Head Office in Nairobi is headed by an Executive Director and has five main departments. At the field level, AAK has four Partner Support Units (PSUs). As suggested by the review, the PSUs have an important role in monitoring and providing operational support to partners in the implementation of activities. They also exercise the first level of financial control. The Team Leaders of the PSUs form part of AAK's Senior Management Team, which emphasises empowerment of the field level and the focus on learning from the implementation. AAK has a Programme Quality and Compliance Department and Finance Department. There is also an internal audit unit, which in line with good practice reports directly to the Board. The organisational structure is documented in AAK's Constitution and an organisational chart. Individual staff responsibilities and tasks are defined in standardised job descriptions. A consolidated delegation order/matrix that establishes the financial and administrative power of staff at different levels of the organisation was previously missing but was completed and adopted just days following the departure of the Review Team.*

AADK and AAK programme 2014-2017: *The programme focused on the empowerment of women and youth in democratic processes and was well situated within the overall strategic objectives of AAK and AADK. The overall programme objective was to enhance women and youth leadership and participation in governance both at county and national levels for improved accountability and basic service delivery in 9 counties by 2018 secured improvement in the **quality and gender responsiveness of public services for 200,000 people living in poverty** and exclusion. Outcome areas were defined as: women and youth participation; increased provision of public services; transparency in use of public services and progressive taxation. The budget was approximately 6.9 mill DKK in 2014; 5.1 mill DKK in 2015. Because of budget cuts from Danida to AADK, the amount was reduced to approximately 1.5 mill DKK in 2016; and in 2017 the amount was slightly less than 1.6 mill DKK. The result of the budget cuts was that activities were drastically reduced, and Tax Justice was basically stopped.*

SPa 2018-2022: *In the SPa programme the themes build on the frame programme but has more focus on youth and non-programmatic activities such as coalitions, social movements and activities centred around the Global Platform. The programme is well situated within the overall strategic objectives of the AAK and AADK strategies and the SPa application. The themes are: expanding democratic space and building young people's collective power;*

Gender Responsive Public Services and Tax Justice; and empowering young women and men to engage in productive employment. The Global Platform has become an integrated part of the country programme. The annual budget for programme activities are roughly 3.75 mill DKK; and in addition to the programme budget, the modalities of TCDC has a specific budget of 170.000 DKK; the Global Platform 1.05 mill DKK; and P4C of 720.000 DKK. The total annual budget is 5.690 mill DKK, which is a considerable increase from the Frame Budget.

Partnerships: *AAK has a considerable number of relevant local civil society partner organisations, social movements, citizen fora, networks and youth movements with whom they tend to work with for years, either in a funding relationship or in coalitions and networks as partners. AA does not operate with exit strategies, they aim to continue working with partners over the longer term, but as was the case in Kenya there are good examples where a funding and capacity building relationship changes towards a coalition relationship. One example is the Pambazuko la wanawake Magharibi (PALAWAMA), a women's movement established in 2006 in Western Kenya. AAK, with Danida funding, has supported capacity building (advocacy; thematic expertise Women's rights and FGM), and organisational development). PALAWAMA no longer receives funding from AAK, but AAK remains a partner in the movement, which is vibrant and can sustain its activities through various funding sources.*

The RT visited seven partners, Kilifi Citizens Forum and Activista youth movement in Kilifi, Sauti Ya Wanawake Pwani in Mombasa; Bare Care Centre in Baringo, Women's Empowerment Link (WEL), PAW254; and National Women Steering Committee in Nairobi, who have all accessed the AADK modalities. Two of the county-based organisations had staff trained at TCDC in Tanzania, two of these currently had an Advisor from People4Change, and they all had staff who were trained at the Global Platform. The access to capacity building had given the beneficiaries and organisations a lift in terms of introduction of new types of organising; a deep understanding of HRBA. The accountability concept of Social Audits and the actual method was mainstreamed in the communities supported by BareCare in Baringo. The communities were empowered to continue fighting inequality, poverty and increasingly demanding for gender-responsive public services using the social audit as evidence in their dialogue with duty bearers. The samples included partners visits, beneficiary interviews and assessment of results. It was found that the partners were relevant; they were part of larger coalitions and social movements, and they were focused on reaching objectives and empowering the beneficiaries. The RT found that the capacity building modalities are in demand and used by non-AA partners. The GP has two physical spaces and activities centres around youth and social movements. The P4C inspirator modality was noted as having provided a real lift to their capacity; and a number of partners had been to TCDC for training.

Results: *In spite of the budget cuts the RT has found considerable and concrete results. The RT assessed work related to the Expanding Democracy Programme and Gender Responsive Public Services (GRPS). AAK and its local partners have exceeded their beneficiary reach target each year, except for 2014 aiming at reaching their overall target of improved services for 200,000 people by 2018. In 2017 they reached 190,866 people. When counting people who have increased access to GRPS it is based upon an estimation rather than an actual counting and should be stated as such.*

One of the most notable results of AAK (as part of coalitions) was to stop the "Constitutional Amendment Act" that aimed at removing the Constitutional provision of the 2/3 gender rule; i.e. that all elective public institutions cannot have more than 2/3 of the same gender represented in the National Assembly, Senate or County Assembly. AADK and partners played a major role in mobilizing citizen protests, and this culminated in a National Action Plan – Towards the implementation of Kenya's women National Charter. The campaign also managed to influence Governors to vote against the Amendment. Because of continued reluctance to implement the rule the Green Amendment Campaign (GAC) has

been a flagship initiative of AAK and a broad coalition since 2015 and this includes a campaign to collect 1 million signatures from registered voters to promote the implementation of the 2/3 rule through tabling of a bill in Parliament. A Radio campaign in support of the female candidates for the election 2017 had reportedly a result of 8 million radio listeners. This was questioned by the RT which confirmed that it was an estimated guess based upon the total potential listeners. In the AADK 2017 result report it was stated as “approximately”, a more correct term would be “potential listeners”.

Followed by the success at the election in 2017 where AAK and partners provided training of women candidates with 29 percent more women running for office than ever before, and for the first time in history women were elected to serve as governors and senators. 172 women were elected and 86 of the women candidates had been trained and supported by AAK and partners.

The four partners visited in the field provided results reporting, some accompanied by photo documentation, with great pride as the quarterly reporting is a statement of their achievements. None of the partners in the field have designated M&E staff. However, the regional PSU’s (partner support unit) ensure close and regular collaboration between AAK and partners including support to the results reporting.

Value addition of AADK: *The RT finds that in the country programmes value addition is closely associated with the modalities brought in by AADK and the financing from the SPa.* The Global Platform has added an activist dimension of defending the rights of minority groups (such as LGBTI in the regional); bringing together women and others to engage in the GAC campaign; and altogether bringing young people into the country programme.

Interviews with AAK staff and non-AA partners showed that the particular value addition of AADK was the funding, which allowed AAK to work more with institutional partnerships. Their traditional partnership has been at the community level with child sponsorships (LRP). The modalities of AADK, now being integrated in the country programmes are also considered a strong asset to be able to offer partners. The Global Platform which has been received differently in the SPa countries seems integrated and valued by AAK. It is the view of the RT that the Platform adds considerable value to the overall objectives of the programmes and in particular concerning engagement of young people. The AAK partners are traditionally more focused on gender and in particular women’s rights and participation. The Platform activities both broaden the target groups to youth but also to a sharper focus on minority rights.

The Global Platform in Kenya: Supporting LGBT Activism in Kenya and the Region

Life as a homosexual in East Africa is associated with harassments, secrecy, and difficulties in getting jobs, and receiving public services. It is altogether difficult being accepted. Homosexuality is criminalised and activism for rights by and for these communities are also associated with shaming in public. The Global Platform in Kenya has in an Alliance with AADK and the NGO called ALL OUT strengthen the LGBT rights movement supported by funding from Danida and the Obelske Familie Fund. The RT met both LGBT activists and Religious leaders and learned about the personal difficulties and the strength of working together as organisations leading to hope and growing pride – and the important support given by the Global Platform. Between January 2017 and November 2018, a number of results have been achieved. The Global Platform lists the following activities:

- Connected Kenyan LGBT+ activists with religious leaders from Catholic, Protestant, Muslim, Hindu and Traditional African communities as LGBT+ advocates. The training’s success was beyond expectations. The activists and leaders are currently applying together for mini grants from our project to do step-down trainings, alliance meetings, and media work.
- Supported by the GP organisations have been helped to fundraise, increased their digital security, and online and offline campaigning. The Alliance connected LGBT+ Activists from more than 40 organisations including:

FARUG, Icebreakers Uganda, Pride Uganda, TIERS, Bisi Alimi foundation, Queer Alliance Nigeria, Q-Initiative, Kakuma refugee camp LGBT+ team, GALCK, and more.

- The activists organised Pride Uganda 2017, blogged coming out stories, successfully fundraised for their organisations, created activist songs, organised social media campaigns to end intimate partner violence among LGBTs in Uganda, to reduce stigma against bisexuals in Kenya, and end extortion and blackmail against trans community in Nigeria, reaching a minimum of 10000 community members.
- AA Kenya has started leadership training for young urban lesbians, as part of their Young Urban Women project. AAIK was previously hesitant about LGBT+ work but is now not only supporting it but applies as the project lead with us on new proposals.
- AA has created trust with the community of LGBT+ organisations in the region and provided a safe space for organising and collaborating beyond borders.

Kenya's high court's is expected to rule in March 2019 whether the Penal Code criminalising homosexuality is anti-constitutional as the constitution guarantees equal rights to all its citizens. The religious leaders that have been trained are significant actors in this court case and work with the lawyers from the National Gay and Lesbian Human Rights Commission. The collaboration projects between LGBT+ activists and religious leaders are supported with grants for actions for the ongoing court case, organising step-down trainings in churches and mosques, and media interviews.

Initial conversations started with organisations in Tanzania around possibility to learn from their Kenyan counterparts and broader LGBT+ Activist Alliance by joining our Alliance work in Kenya and collaborate with community leaders. They especially requested capacity building on creative activism and digital security due to the current situation and access to a safe space to organise and connect.

Administration and finance:

Staffing: *The overall assessment of the Review Team is that AAK has adequate human resources to manage the SPA-supported activities.* AAK has some 64 regular employees and another 20 on project-based contracts. There has been a gradual reduction in staff positions over the past three years, mainly due to budget constraints. Some permanent positions have been cut and some functions merged. Resultant capacity constraints are, to the extent possible, compensated by the recruitment of short-term project staff as and when funding allows.

Internal controls: *The internal control framework is well-developed, as reflected in the existence of a Board Audit Committee, and internal audit function, a comprehensive and updated set of documented financial policies and procedures, and an integrated accounting system.* All the basic controls are in place, such as detailed budgets, payment vouchers requiring at least two signatures, transparent and competitive procurement procedures, monthly bank and cash reconciliation and management reports, yearly internal and external audits, etc.

Sub-grants to other SPA partners are closely monitored by AAK. Financial reporting requirements and other obligations are detailed in written (but non-standardised) agreements. All partners are to submit monthly financial reports (with all supporting documents), which are reviewed and approved by AAK before the next instalment is made. In addition to communicating through phone and email, AAK regularly visits partners to coach partners' financial officers and accountants, as needed. Most (but not all) of the partners visited by the Review Team were also subject to an AAK internal audit in 2018. AAK commissions an external audit of its annual financial accounts. In line with good practice, the auditor is selected through a competitive tendering procedure. Over the past decade, the audits have been conducted by one of the "big four" international audit companies, which provides reassurance that the audit is conducted in line with the International Standards of Auditing (ISA). The audit reports for 2017 and 2016 are both unqualified and the auditors' Management Letter indicate that a majority of prior internal control findings have been resolved. However, the audit statements do not, as required, refer to MFA's audit instruction. Since 2016, separate audits of MFA funds are no longer conducted. This means that the auditor does not specifically ascertain that MFA funds have been used in accordance with the agreement.

Although AAK has a strong focus on accountability and transparency in programming, it only adopted its own anti-fraud policy shortly before the visit of the Review Team (previously the organisation relied on the generic AAI anti-fraud policy). In line with good practice, the policy defines what constitutes fraud, how suspicions or irregularities should be reported, responsibilities and steps in investigation, and sanctions. AAK is also developing a whistle-blowing policy and has recently set-up a reporting mechanism (a dedicated email address). In connection with the AAI internal audit in 2018, an anti-corruption training for staff was held. No similar training has been held for partners, however, and only some of the sub-grant agreements include an anti-corruption clause.

The AAK partners receiving sub-grants under the SPa and that were visited by the Review Team meet basic requirements on NGO financial management. Specifically, all partners are officially registered and have bank accounts, boards, trained accountants and accounting software, documented policies, and internal controls. As required by law, the ones registered as NGOs also have their annual financial accounts audited.

Nevertheless, the Review Team identified a number of capacity constraints, including the following:

- Some partners have only one finance staff, which may make it difficult to ensure segregation of duties, e.g. in relation to payments and procurement;
- Partners' policies have not been reviewed/updated for several years, and, as such may no longer be relevant in all parts;
- Partners are all using older and/or rudimentary accounting software, which have certain limitations and require excessive manual work (which may give rise to errors);
- Some partners still make payments in cash, when better alternatives exist (i.e. Mpesa);
- Partners' financial staff appear to lack basic understanding about anti-corruption;
- Some partners are overly dependent on MFA funding, with implications for financial sustainability.

These capacity constraints point towards a need for continued training and other support to partners for organisational strengthening purposes. According to AAK's Partnership Guidance Note, all partners should be subject to a financial systems review as part of a more comprehensive partnership assessment. This assessment should result in a capacity development plan and be revisited annually. However, the Review suggests that the assessments are not consistently conducted for all partners and that, in the cases where an assessment has been conducted, there is lack of follow-up on the needs for organisational strengthening. Several of the partners stressed their desire for additional training and technical assistance to this end.

Annex D2: The Global Programme sample

This sample assesses the AADKs engagement in a global programme. Overall it is found that the AADK, through its delegations and engagement in IPs of AAI is able to play a constructive role in developing strategies and action to protect civil society space and human rights defenders. The activities include mapping of situations, cross country learning, and support to social movements. Advocacy spaces have also been opened up for AADK as the programme outreach covers all members of the federation and spans local to global levels. AADK has also added value by youth in as main actors. The working modality of IP2 has been hampered by inefficiency but this is being addressed.

Key aspects from the Global Programme is covered in the main report, the text below elaborates particular aspects of the findings.

Explanatory note: The Global Programme for Democracy and Youth Representation is the current AADK title for AAP's Focus Area 1 under IP2 called Civic Participation and Democratic Space. The programme title is used under the SPa (from 2018-). During the Framework Agreement the titles were Shrinking Political Space (2015-2016); and Deepening Democracy (from November 2016 through 2017).

Background and context: AA's response to violations of civic space in countries around the world is formulated in the: *Civic participation and Democratic Space* engagement: Recognize shrinking political space as a threat; Establish a quick response team and strategy to assist and stand with countries facing serious threats that are impacting AA programmes, operations, or compromising staff security; At country level, develop contingency plans; Support human rights defenders and activists; Continue to build and strengthen alliances to collectively challenge and push back against shrinking political space; Engage critically and selectively with governments and donors.⁴⁵ The response has been organised by establishing a unifying and collective platform to respond to the threats facing civil society in the form of shrinking civic and political space. Campaigning, lobbying and advocating to raise awareness about the importance of 'civic and political space' and why it should be defended, created, expanded and be protected. Organising and taking empowering action for communities to challenge and change power relations at every level and in every sphere, as well as promote and protect the rights of the poor and most vulnerable. Being accountable and trustworthy to the stakeholders (target groups, funders, volunteers and partners), and align more closely with people's needs and their voices⁴⁶.

Organisation: *The RT finds that the global programme and its ways of working appear to be internalized both in the AAI secretariat; AADK approaches; as well as in AAK approaches. It was said in interviews and the RT agrees that this "global crossbar" is very important for the country levels engagements because of the joint analysis, advice, and development of approaches as well as solidarity in cases of shrinking space. However, inefficiencies are noted and are currently being addressed.* The organisational set-up is IP2 and its Working Group (WG), which sets priorities for alignment of local, national and international work across the Federation. The WG also designs programme theory of change, objectives, outcomes and M&E framework; promotes knowledge and exchange; generates and communicates learning internally and externally; plans external engagement and advocacy work; develops funding proposals/multi country projects; and develops alternatives and promotes innovation. All international work is rooted at country level. Eight of the FA countries and current SPa countries are members of the working group; these are Bangladesh, Denmark, Kenya; Mozambique, Nigeria, Uganda, Zambia, Zimbabwe. The flexible SPa funding is key for these members engagement. With all the tasks concentrated in IP 2 it is of key importance that the WG is functional and able to take decisions and act. AADK informed the RT that the system during the FA was not efficient

⁴⁵ ActionAid (2016): Defending, Protecting, Creating and Expanding Civic and Political Space: An ActionAid Position Paper, 2016

⁴⁶ Ibid.

because the WG membership was too senior and therefore more policy-oriented and “practical”. In recognition of this shortcoming, the representation has now been changed to consist of senior programme staff. This appears to work better.

Danida Framework Agreement (FA) (2014-2017): The Programme was rooted in the *Civic participation and Democratic Space* (see above). AADK held the delegation on Governance within the Federation and was, therefore, an important locomotive to continuously develop and advance the principles with its peers. For example, was the work, at the initiative from a number of especially Africa countries changed from “Shrinking Political Space” to “deepening democracy” focusing inter alia on electoral accountability an issue of high relevance in a number of countries. In 2017 the activities under IP 2 slowed down because the Federation was also started up the engagements under the new AAI strategy, where governance was mainstreamed federation-wise.

Results: *The RT finds that AADK has played an important role, added value through the delegation and the assessments conducted, tools applied, and advocacy work to address the shrinking space situations. The RT was also informed by other stakeholders in the Federation that the Shrinking Political Space work, knowledge and experience of AADK was infused into the AAI strategy (2016).* It has however not been possible to assess the efficiency and effectiveness of the processes leading to the outputs and results. The shrinking political space in many countries, as well as AAP’s decision to delegate more thematic areas to Federation members resulted in a delegation to AADK in 2014 on governance. AADK further delegated part of the work on Shrinking Political Space to Uganda. Considerable work was done to map and explore the civil space situation at country level and think through options for counter strategies (2015-2016). Moreover, the focus was on alliance building and networking with regard to shrinking political space (SPS) in relation to engagement with regional organisations such as the AU and SADC prioritised; an advocacy strategy and a position paper on SPS was developed; specific support was given to Uganda, Cambodia, Burundi and Guatemala on updating of their security and safety plans; and finally, a curriculum on SPS and its piloting took place at TCDC⁴⁷. It was noted by some interviewees that AADK has benefitted from interactions with other members who have more hands-on experience with political space activism, and the delegation, especially with ActionAid Uganda, was mutually fruitful. AAU worked to look into rapid response mechanisms against threats and developed an institutional resilience strategy. The experience in Uganda (where the office was raided) has given important experience on the need for both a strategy and a rapid response mechanism as well as a risk management system and scenario planning. AADK provided a Shrinking Political space adviser and opened the TCDC as the physical space (as well as funding). Senior level AAI staff emphasized to the RT that the work on Shrinking Political Space under the FA has set the foundation for the work that now continues under the SPa. It is very important to the Federation because it provides thought leadership on how the Federation “could come together and work together”, and how ActionAid should articulate a position and design actions to address shrinking space situations.

The AADK has set its mark through the programme on youth organising, the importance of cross-country learning, and youth advocacy in relation to regional and global actors such as the Regional

⁴⁷ Documents produced:

- Project description and annual plans
- The shrinking space survey facilitated by AAU
- The AAI position paper
- The training manual
- The civic charter – and any explanations of AAs involvement
- Other documents relevant to illustrate results of the project.

Economic Commissions and AU. New approaches to building peoples power and working with social movements such as the movement Beautiful Rising was taken on.

The work at global level had a pendent at national level and AADK has given the following examples to the RT of results for example from Uganda, where the increased focus on SPS led to results in terms of fighting back on damaging legislation, ensuring CSO representation in relevant fora as well as strengthening the AA risk assessment and risk mitigation. Moreover, AAU has engaged in social movements and worked with “Solidarity Uganda” and “Beautiful Rising” in order to find creative ways to challenge shrinking space.

2018 SPa: The MS AADK Global Programme on Participatory Democracy and Youth Representation. The budget is 2.940.000 DKK (2018); 2.815.000 (2019) what about 2020 and 2021. The budget goes partly through the IP and is partly held by AADK. Under the SPa, i.e. from 2018, the elements are:

- Support to the International Platform 2 Working Group of the Federation (civic participation), this is the primary element; - some of this support is channelled through AAI, and there are some elements where MS AADK coordinates the implementation of the workplan directly
- Support to the Shrinking Space/Human Rights Defenders delegation, which AADK holds together with Sweden and Uganda⁴⁸.
- Pilot/learning on how to work on SDG16. This will start in 2019 and is purely an AADK initiative.

IP 2 workplan and results 2018: *The primary element of the programme is carried out under the auspices of IP 2. The RT cannot assess achievement under the SPa but note 2018 deliveries, which are follow-on and practically oriented towards supporting civil society actors under threat.* Main deliveries in 2018 were: Mapping existing or new regressive laws & policies in 19 AAI countries that undermine civic space inclusive strategies that have been used by other actors to push back/resist; conceptualized and rolled out, in collaboration with IPs and Global Engagement Team, documentation of case studies of human rights defenders/ social movements work in contexts of shrinking civic space in 9 AAI countries: Bangladesh, Guatemala, Kenya, Mozambique, South Africa, Tanzania, Uganda, Zambia and Zimbabwe; engagement in the UN Negotiations - Bangladesh, Zimbabwe and Malawi joined the ActionAid delegation that participated in Negotiations for a UN Legally Binding Instrument on International Human Rights Law held at the UN Human Rights Council in Geneva; joint learnings for the working group, in collaboration with IP1, through a training workshop on “Re-politicizing our Approach to Violence against Women: Utilizing Feminist Methodologies to stand in Solidarity with Movements/Human Rights Defenders”, there was space created for shared learning and strengthening collaboration with IP2; publications and co-convening⁴⁹; conducted a survey to capture how ActionAid countries and partners are engaging in electoral processes to ensure participation of excluded groups, including young people and women, to advocate for social justice and to expand civic space. Six countries contributed their experiences and reflections including Brazil, Gambia, Kenya, Liberia, Uganda, Sweden and Zimbabwe.

⁴⁸ Building AAI's Institutional resilience to withstand Shrinking Political Space.

⁴⁹ Survey and publication on “Attacks on Civic and Democratic Space: Strategies and Lessons from ActionAid's Response” available at:<http://www.actionaid.org/publications/attacks-civic-and-democratic-space-strategies-and-lessons-actionaids-response>; Input into the SDG Accountability report: “We know more than you think we do”- Raising voices of marginalized communities on the delivery of the Sustainable Development Goals”. A copy is available on the ActionAid website. http://www.actionaid.org/sites/files/actionaid/final_sdg_report_02_07_2018.pdf; Co-facilitating an AAI global on-line discussion (Yammer chat) on civic space in collaboration with the ActionAid Delegation on Building Institutional Resilience on Shrinking Political Space; Co-convening of AAI Global training & strategy workshop on Shrinking Civic for AA staff & partners- youth, women and other minority groups in challenging contexts.

In early 2019 the work programme is finalising the WG plan and budget for 2019. This includes documentation of case studies of human rights defenders/social movements work in contexts of shrinking civic space in 9 AAI countries: Bangladesh, Guatemala, Kenya, Mozambique, South Africa, Tanzania, Uganda, Zambia and Zimbabwe; engagement in International Civic Space Conference-“Claiming Civic Space Together” to be hosted by the Government of Denmark and Globalt Fokus; hosting of a side event on the side-lines of CSW 63 in New York with IP1 on ‘*Amplifying the Voices of Women Human Rights Defenders Advocating for Social Protection and Access to Gender Responsive Public Services*’

In interviews with the IP2 Adviser in AAI, it was emphasised that AADK plays a key role in keeping focus on young people and to keep the link between the different stakeholders; to deliver on specific engagement and Fast Track response with human rights defenders (safe houses, legal support).

Protecting civil society space – Global Programme example.

Civic space has in general been shrinking in countries like Zambia and Zimbabwe during the last years, latest culminating with the current conflicted situation in Zimbabwe, where citizen protests resulted in the shutdown of media channels and crackdown on activists, leaders of movements and Human Rights defenders in the beginning of 2019. Throughout 2017 and 2018 activists were trained with support from AADK. Regional youth leaders were trained on the ACDEG and developed youth positions and declarations on ACDEG and SDG 16, which was later presented to the CSO Forum organised by the regional CSO partner in Gaborone in August 2018 as well as the SADC Heads of State and Government. The youth demanded more democratic states, uphold of specific youth rights and implementation of ACDEG in the SADC Region.

Following the crackdown on activists in Zimbabwe in 2019, the youth-driven *Africa We Want* alliance and the working group of ActionAid IP 2 instantly started discussing regional and international support actions, finally deciding that a regional statement on the situation in Zimbabwe should be released led by the SADC Council of Non-Governmental Organizations (SADC-CNGO) together with the Africa We Want alliance. A statement was circulated on social media and brought to Zimbabwean Embassies in Lusaka and Gaborone, calling for an end of the attacks on civil society. Subsequently, the Statement was shared with the African Union (AU) and discussed at the AA organised the Africa We Want AU pre-summit side-event in February 2019 in Addis Ababa where both representatives from the AU, EU, AA, AADK, CIVICUS, Oxfam, African Rising as well as youth groups across Africa were participating. At the AU, ActionAid Zimbabwe has presented a narrative on the situation, which AADK, together with other statements, shared with relevant organs in the region such as with the Zimbabwe European Network (ZEN) and with the EU resulting in the adoption of our position in the European Parliament Resolution of 14 February 2019 on Zimbabwe.

Annex D3: The Palestine Sample

This sample of AADK HUM SPa assesses the engagement in Gaza, Palestine. Key aspects from the Gaza field visit are covered in the main report under Humanitarian Action, the text below elaborates particular aspects of the findings.

Status of Action Aid Palestine (AAP): *Since 2012 Action Aid Palestine is managed as an AAI Country Programme, but is registered with the Palestinian and Israeli authorities as a branch office of AA Australia. While all legal relationships (e.g. bank accounts) are held under the auspices of AA Australia, contracts and MoUs are signed in the name of AAP. The Country Director reports to the Asia Regional Director at the AAI Global Secretariat.*

Organisation of AAP: *The organisational set-up offers a practical solution to overcome the challenges that would result from being registered as a local NGO. At the same time, it is not ideal from an accountability and transparency perspective. A Board and a membership-based structure would arguably provide a higher level of oversight and legitimacy. The reporting structure and staff composition of AAP is visualised in an organisational chart. Roles and responsibilities of individual staff are documented in standards and detailed job descriptions and financial authority defined in an equally detailed delegation matrix. The delegation matrix suggests that AAP has extensive decision-making powers both on the programmatic and financial side with the Regional Director merely having to sign off on the Country Directors expenses and give the final approval to country strategy mid-term reviews.*

Spa 2018 HUM Programming: *In 2018 AAP launched its new strategy “Collective Action for Palestinian Justice” (2018 – 2022) with a Theory of Change that is fully aligned with AADK strategies and based on HRBA and includes both the development and humanitarian action in Palestine.*

AADK Themes	AAP/Gaza: Objectives
1. Protection	Reduced vulnerability and increased protection of women to GBV and other threats
2. Accountability and Localization	Strengthen local accountability and women and youth leadership/influence in community preparedness and response
3. Social and Economic Resilience	Enhanced social and economic resilience of vulnerable women and increased food security.

The programmatic protection approach falls within AADK strategic objective: Gender Responsive Public Services (GRPS) programming of empowering women and young people to demand their rights and hold local governmental structures to account.

The local partner organisation Wafaq has experienced and trained female lawyers and social workers who provide psycho-social and legal support to GBV survivors and other vulnerable women and to young women. The organisation also provides a safe space via their Family Centre and operates in remote and deprived communities in Rafah and Khan-Younis. Wafaq is the main driver in mobilising women and young women from the targeted communities to organise themselves in women-led protection committees, and preparedness and response committees. The women participants of the committees confirmed to the RT that they had benefitted from the training in HRBA and leadership provided by external consultants as part of the AAP programme. The women noted the empowerment aspects and further emphasised the importance of participating in a committee structure. They felt stronger together and this gave them the courage to demand their rights. Wafaq is heavily dependent on MFA funding and needs advice to diversify its funding base.

The accountability/localization objective of the programme is implemented by the local partner PENGO. PENGO is a national NGO network with over 150 members across Palestine and more than 25 years

of experience of coordinate and advocate on behalf of national civil society organisations. Following accountability training of trainers by the AAP programme's external consultants, PENGO provides accountability training/ familiarisation to their member NGOs, as well as to local organisations outside of the NGO network. They are currently collecting global best practices and lessons learned on accountability programming, which will inform the drafting of an accountability handbook to guide the local organisations in Gaza on integrating accountability into their programming.

The implementing local partner Maan has a long track record of implementing *livelihood activities* with a rather diversified donor base. Maan together with Wafaq supports GBV survivors with small-scale income-generating activities. Maan and AAP are faced with the dilemma of targeting the most vulnerable women as the support is less likely to prove sustainable over time because the women are not necessarily the most resourceful and cannot sustain the activities without programme support. The dilemma was unresolved at the time of the review.

AADK's overall objective of influencing the humanitarian system and shifting power, rests with the AAP field office. However, the field office has limited engagement with the cluster system - contrary to good humanitarian practice. This limits AAP field office's ability to navigate the humanitarian context as well as influencing the system as intended. OCHA, leading the cluster system, as well as UNFPA, leading the GBV sub-cluster, informed the RT that they are not familiar with the AAP community committees and their work; and engagement with the UNDP cluster on early recovery has not taken place. UNFPA explicitly requested engagement from AAP in the GBV sub-cluster and a stronger role of AAP in capacity building of its key partner (Wafaq) on cluster engagement.

Partnerships: *The AAP field office has successfully identified strong and relevant partners in Gaza and maintains close and positive links with these although the value-add of AAP towards some of the partners is less clear.* AAP has established the three partnerships under the HUM LOT with partners they have been working with previously. The three partners are all well-established in their field of expertise and with high capacity to implement the various components of the programme. One partner is fully dependent on MFA funding, while the two other partners have a highly diversified donor base and cooperate with a number of international humanitarian NGOs. These partners are also highly professional and can effectively fundraise on their own. All three partners emphasised to the RT their good relationship and engagement with AAP.

Programmatic analysis and design: *AAP's programming is informed by good analysis, which is, however, incomplete in terms of the context mapping and understanding.* The programme is needs-driven and informed by a rapid participatory protection needs assessment done by an external consultant in late 2016. The needs assessment comprehensively covers the protection needs in the municipalities of Rafah and Khan Yunis in the South of Gaza and mapping humanitarian actors operating in the areas including coordination structures and sector leads. The context analysis is well elaborated in terms of the complex political environment of the Palestinian Authority governing the occupied Palestinian territory but with Hamas governing inside Gaza due to the Israeli blockade of Gaza. However, the Gaza context analysis is inadequate in terms of humanitarian mapping, as it does not include the needs assessment mapping of the humanitarian UN cluster coordination structure or the relevant responses of other humanitarian actors working in the same field as AAP. Accordingly, AADK and AAP do not have a sufficiently clear understanding of other actors and initiatives within the same realm of work and there is a risk of duplication of effort. The stakeholder analysis is also insufficient, it is a description of local partners engagement in the AAP programme rather than an analysis of partner's mission and power relations as per the *Do-no-harm* principles. Finally, there is no explicit consideration or analysis of nexus programming opportunities in Gaza, which is one of the areas in which AADK aims to add value.

It is not possible for AAP field office to directly cooperate with local authorities to prepare for and respond to crisis, as Hamas, who governs Gaza, is listed as a terror organisation with both EU and USA. Instead AAP empowers the communities to engage with local duty bearers, which is a sensible approach and it demonstrates their capacity to navigate in a difficult environment.

Results: *The programme has managed to deliver results during its first 8 month of implementation in 2018, not least due to the three good local partners. 40 GBV survivors have been supported with legal and/or psycho-social support and 42 women and young women have received a grant to establish an income generation activity. CHS/accountability training/familiarisation of 87 local partners and community committees has been achieved as well as reaching local non-partner organisations with training. Six community committees have been established, their members have received training and they have managed to engage on three occasions with national duty bearers and got them to financially participate in ensuring that community needs, as identified by the committees, have been met. The programme has good implementation momentum and the community committees have established a successful connection to local duty bearers, but the number of beneficiaries reached is small.*

AAP field office in Gaza is under-resourced both in terms of human and finances resources. The office is fully dependent on their partners capacity to implement and report on activities and results. The office has only recently expanded their programmatic capacity with an additional programme officer who is determined to enhance their M&E practice which is currently done without a formalised system; for example, is feedback from trainees received in an unstructured manner; the feedback is not in writing and there is no system to ensure that all feedback has been collected.

AAP has minimal engagement with the Danish Representation Office (DRO) in Ramallah in the West Bank even though DRO has multiple activities in Gaza similar to the AAP programme. However, the aspiration to enhance the collaboration is present.

Value addition of AADK: *The Gaza programme is designed around areas of expertise in GBV and livelihoods, which lie beyond AADK's and AAP's technical capacity. The protection component however is built upon the AADK GRPS programme. There is good programmatic and policy level capacity within the humanitarian programme – however, there is a lack of operational (“hands-on”) humanitarian experience and capacity. AADK has comprehensive experience of empowering and organising young people, however, the Gaza programme effectively has a limited focus on youth, where AADK's value-add is higher. Conversely, the programme has sub-thematic components focusing on gender-based violence and on livelihoods/micro-enterprise support, areas where AADK and AAP have very limited expertise, although AADK has established mechanisms with IHART in this regard.*

A number of areas of support have been identified by AAP, including programmatic training in CHS/accountability and gender-sensitive programming. These were delivered by consultants in Gaza, since travel restrictions to/from Gaza effectively prohibited the support to take place through the AAP Global Platform in Bethlehem. Establishing a satellite platform inside Gaza came up in discussions and the RT concurs with this idea. Moreover, the trainings delivered were focused on programmatic content, but no organisational capacity development has been provided for the partners, and no plans for or assessments of capacity development appears to be available. The local partners are very capable, and the capacity of the AAP field office and its value-add in supporting the local partners in programmatic areas or in cluster coordination is currently rather limited.

The programme is implemented under difficult circumstances due to the Israeli blockade of Gaza. Access and exit are extremely restricted for AAP staff in the West bank, for AADK and IHART to visit the programme and it is impossible for Gaza staff to exit. Restriction has also prevented the GP to properly engage with the programme in Gaza why AAP was forced to hire external consultants to undertake the training of partners.

Financial management and administration:

Staffing: *AAP has a total of 26 staff members (some part-time) based in the main office in Hebron, the Global Platform in Bethlehem and the field office in Gaza.* The responsibility for financial management and administration falls under the Head of Operations, who is assisted by a Finance Officer. Both the Global Platform and the field office in Gaza have a finance and administration officer. These positions have functional reporting line to the Head of Operations. However, there is a high level of centralisation of the financial management work to the Hebron office. This appears reasonable from an internal control perspective.

AAP has faced some challenges in recruitment of staff, especially at the senior management level. Several positions have been vacant for a long time but have now been filled, with the exception of the Fundraising & Communications Manager. Nevertheless, AAP's leadership still considers the programme to be understaffed and would like to establish four new positions to strengthen its programme and financial management capacity. The review did not reveal any obvious shortcomings in terms of the numbers and skills of financial staff.

Internal control: *As indicated above, AAP's internal control framework is under-developed.* Apart from the absence of a Board and an internal audit function, AAP does not have a financial management policy or similar document that provides process descriptions and specific methods and standards for how work is performed. In addition, AAP's accounting system (MYOB) is very basic in nature and requires significant manual work, which increases the risk of mistakes and fraud. The lack of a financial management policy and the shortcomings of the accounting system were also noted in the 2017 AAI internal audit of AAP. Interviews indicate that AAP is on a short-list to transition to SUN (AAI's global accounting software) but that the process has been delayed.

Nevertheless, existing financial control procedures appear to be working well. Most importantly, in line with the AAP delegation matrix, transfers and payments are made on the basis of adequate supporting documents and the review and approval of at least two staff members. Procurement is similarly carried out in a transparent and competitive manner with different methods applied depending on the monetary value of the goods and services, and price offers evaluated by a committee. Bank accounts and petty cash is reconciled on a monthly basis and management accounts produced for the review of the senior management team. In addition, as further elaborated on below, an external financial audit is commissioned of the consolidated annual accounts.

Sub-grants to other partners are formalised in standardised, one-year agreements that are based on agreed work plans and budgets. The funds are disbursed to the partner organisations' bank accounts in three tranches subject to the submission and approval of monthly and quarterly financial reports. The financial reports of the HUM programme partners are submitted by email to AAP in Hebron and all supporting documents are checked, stamped and copied by the finance and administration officer in Gaza as part of her monthly visits to the partners. The branch office itself does not have a bank account or an accounting system – its activity and running costs are settled directly by the AAP Hebron office based on payment requests and supporting documents. The same is the case with the Global Platform office in Bethlehem.

The Palestinian Ministry of Interior requires that AAP's financial accounts are externally audited. Since 2011, this audit has been conducted by Deloitte. The use of one of the "big four" international audit companies provides reassurance about the quality of the audit and compliance with ISA. At the same time, to ensure independence, it is considered good practice to change auditor every five years. The audit reports for 2017 and 2016 are both unqualified and no Management Letters were issued. However, contrary to requirements, no reference is made in the audit statement to MFA's audit instruction. It is also noteworthy that MFA funds are not subject to a separate project audit and, similarly, that partners are only required to submit their consolidated financial accounts.

As an AA country programme, AAP is subject to AA global anti-corruption and anti-bribery policy and guidance and its separate whistle-blowing policy. In addition, AAP's HR policy manual includes disciplinary guidelines on professional misconduct as well as a grievance policy and whistle-blowing policy. According to interviews, two staff trainings on anti-corruption have been organised. Partners are made aware of AA zero-tolerance stance on corruption through a specific clause in the agreements with AAP. The clause also obliges the partners to ensure that all its partners and suppliers are aware of and encouraged to use the AA whistle blowing and complaints mechanism for reporting irregularities and suspicions of corruption. No anti-corruption training for partners has been held.

The partners under the MFA-funded HUM programme in Gaza vary significantly in terms of capacity, systems and size of operations. However, all meet basic requirements on NGO financial management. They are all officially registered and have bank accounts, boards, trained accountants and accounting software, documented policies, internal controls and external financial audits. Nevertheless, the Review Team identified some capacity constraints and systems weaknesses, as follows:

- Two out of three partners have only one finance staff, which may make it difficult to ensure segregation of duties, e.g. in relation to payments and procurement;
- Two out of three partners are using rudimentary accounting software (produced in Gaza), which have certain limitations and require excessive manual work (that could give raise to errors);
- Only one of the partners have an anti-corruption policy and none have dedicated whistle-blowing policy or mechanisms for reporting of irregularities or suspicions;
- One of the partners is heavily dependent on MFA funding; for the other two MFA funds only makes up a small part (3 percent and 10 percent) of their annual budget – which gives cause for questioning the added-value of these funds.

AAP has a partnership policy that prescribes that a partnership should only be established after a thorough selection process, including preliminary appraisals and participatory assessments of the organisations. However, according to the documents obtained by the RT, the appraisals of the HUM programme partners in Gaza was only conducted after the agreements had been signed and are very generic in nature. None of the appraisals include any analysis or follow-up action. In practice, in the area of financial management and administration, AAP's finance and administration officer has provided one-to-one guidance to partner financial officers on AAP budgeting and reporting requirements.

The Review Team identified a number of capacity constraints, including the following: The AAP is a small entity with relatively limited developed structures, policies and systems. It is also facing a challenging context, which affects its ability to ensure adequate oversight, mobilise resources and grow as an organisation.

In relation to the management of funds, AAP has basic control routines in place that meet minimum requirements – and in some cases also what can be considered best practice. This is also true with regard to some of the partners. At the same time, the partners face some individual capacity and systems

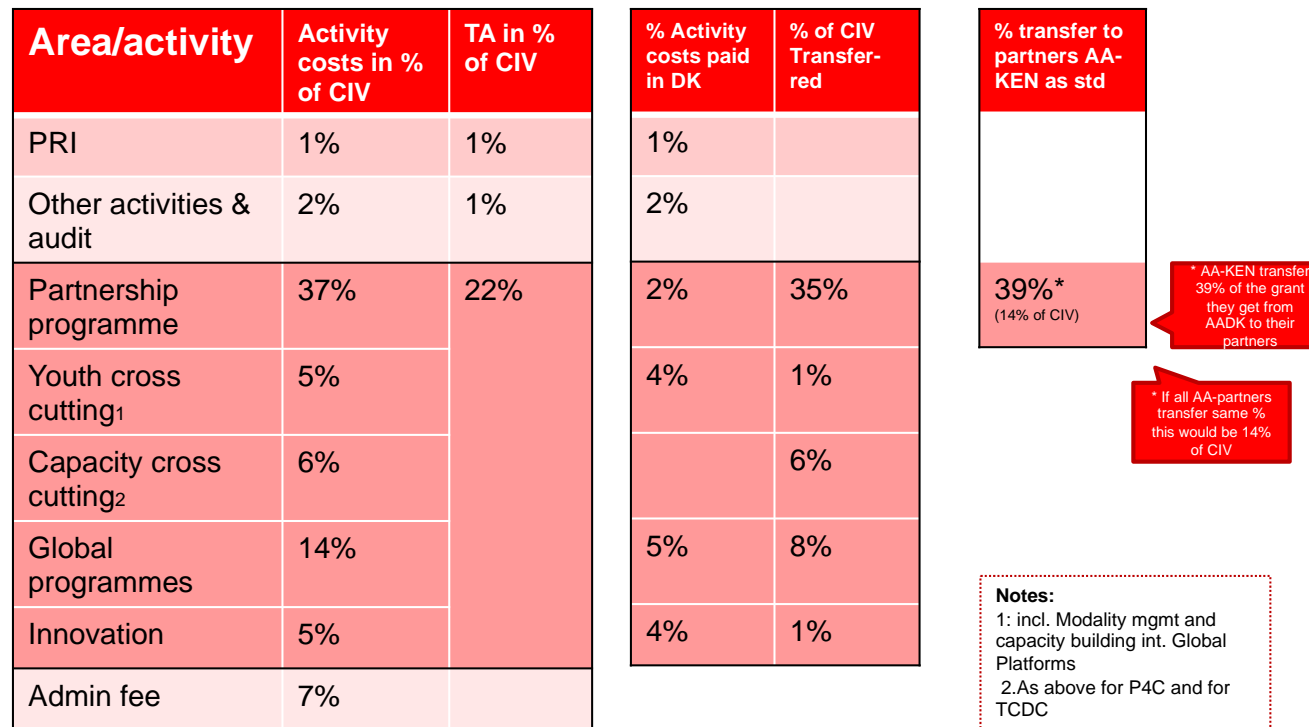
constraints that, from a partnership policy and financial control perspective, warrant the attention of AADK. These constraints relate to:

- The adequacy of the internal control framework of partners, e.g. with regard to governance/oversight, formalisation of policies and procedures, and compliance mechanisms;
- Securing that minimum audit requirements are met at all levels, e.g. that MFA's audit instruction is passed on and referred to, and compliance checked, and that audits ascertain that funds have been used in accordance with the budget/agreement;
- The quality of anti-corruption policies and mechanisms at all levels, and the awareness among partners of existing AA whistle-blowing mechanisms and related procedures;
- Organisational development and capacity strengthening among partners in general, and the need for a more systematic and meaningful partner appraisals and consequent development of – and support to the implementation of – capacity development plans.

Annex E: Allocation of the 2018 SPa budget

Flow of funds

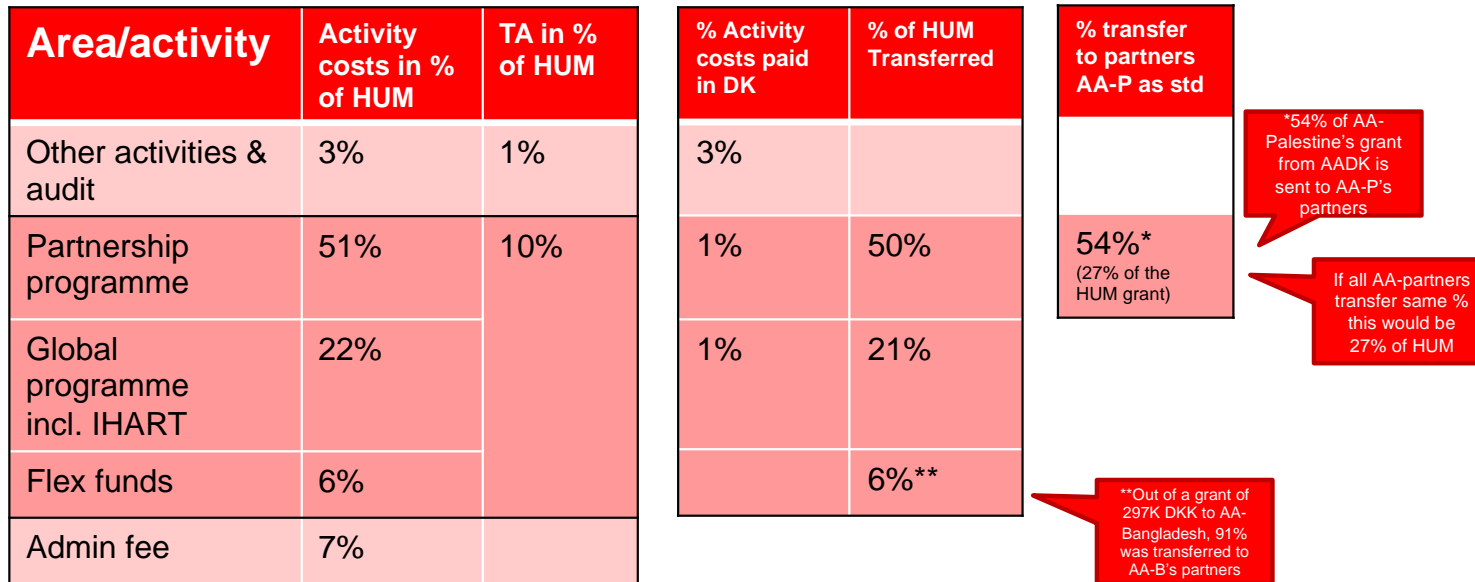
Funding flows, CIV illustration



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Flow of funds

Funding flows, HUM illustration



Annex F: Follow-up on Danida Review 2014 and Financial Monitoring Visit 2016

Follow-up on Danida Review 2014

	Recommendation	Reflections and follow-up, Result Report 2014	Reflections and follow-up, Result Report 2015	Reflections and follow-up, Result Report 2016	Reflections and follow-up, Result Report 2017
1	MS/AADK should initiate a discussion in the wider AAI and with AA country programmes on the balance between funding to partners outside and inside the AA federation.	The Resource Allocation Framework (RAF), which sets the global standards for the financial flows in AAI, has been revised. AADK has played an important role in developing the AAI partnership policy which clearly defines ActionAid as a networking federation engaging with partners at various levels (see section on partnership for an elaboration). The Programme Objective Plans (POP) of the partnership countries outline the governance programmes, which AADK provides support to. It is paramount of AADK to have a programme led approach and not solely focusing on the funding channels.	The Resource Allocation Framework is under revision as part of the Strategy process in AAI.	Revised Resource Allocation Framework has been approved by International Board for implementation as of 2018.	It was agreed to postpone revision of the Resource Allocation Framework to 2019.
2	MS/AADK should consider internal systems for assessment of overall efficiency and effectiveness in its use of resources ⁵⁰ , including actual cost of key outputs.	During recent years AADK has strengthened our existing internal systems to address efficiency and effectiveness. At AAI level a comprehensive Value for Money (VfM) process was initiated in 2012. AADK will tap into this and from 2016 reporting on VfM will be included. In 2015 cost- and pricing systems have been developed for the Global Platforms and TCDC, which allows for a closer assessment of the cost of key outputs. Moreover, the PME system of AADK has been strengthened, which also provides data to support an assessment of efficiency and effectiveness.	A brief on VFM was approved by the International Leadership Team in March 2016. One of the key recommendations was to fully embed VFM within the new M&E approach of the 2017-2023 International Strategy. Therefore, the position paper on VfM will be rolled out and approved within AA's new M&E Approach due to be developed by December 2016.	A brief on VFM was approved by the International Leadership Team in March 2016 and VFM is embedded in the 2017-2023 AAI Strategy.	A brief on VFM was approved by the International Leadership Team in March 2016 and VFM is embedded in the 2017-2023 AAI Strategy. The AAI VfM approach is primarily focused on direct community-level interventions, AADK will in 2018 and onward be adjusting the AA VfM approach to more national level advocacy programmes; and furthermore, test how

					VfM can be integrated with Outcome Harvesting.
3	Clarification from HCP on the criteria for what constitutes a local partner should be considered.	We are supportive of a process where HCP sharpens definitions both with regards to international networks and to more loose organisational forms e.g. social movements. At the same time, we take note that national ActionAid organisations, which are registered as national organisations and rooted in the national setting (associates and affiliates), are considered by Danida as legitimate local (national) partners. The AAI partnership policy from August 2014 is further strengthening and clarifying our approach to partnership by highlighting the importance of networking, coalitions and engagement with social movements.	No update.	No further update.	No further update.
4	<p>MS/AADK needs to further explore opportunities to foster new applications to the DEMENA pool. In addition to focusing on strengthening communication as already carried out, MS/AADK might also want to explore:</p> <ul style="list-style-type: none"> • Developing a clear communications strategy for the DEMENA Pool, including a definition of objectives, target audiences, messages, tools and activities, • Targeting not only existing Danish CSOs but also universities (e.g. student clubs/initiatives) from which innovative ideas may emerge. • Establishing a process that would allow Arab organizations to be supported in the proposal development and partner identification 	<p>A joint workshop with DUF and KVINFO has been held with an external communication expert to define objectives, target audience, messages, tools as well as a communication plan to improve the communication about the pool. From March to July 2015 a communication consultant was contracted to implement the agreed communication activities. Targeting Universities etc is included in the communication strategy.</p> <p>Approaching Arabic organisations as part of the DEMENA pool is integrated in the partnership approach that has been developed.</p> <p>Clearer evaluation criteria were included in the criteria of the DEMENA Pool and has since January 2015 been used in the evaluation of and structure of feedback to applications.</p>	<p>Follow-up was done during first half of 2015 and has thus been fully implemented.</p> <p>Due to cut in the DAPP programme funding, there is only one annual deadline for applications for the DEMENA fund, and the need for communication and networking related to the DEMENA fund is thus less.</p>	<p>Follow-up was done during first half of 2015 and has thus been fully implemented.</p> <p>Not further relevant due to funding and structure of the programme.</p>	<p>Follow-up was done during first half of 2015 and has thus been fully implemented.</p> <p>Not further relevant due to funding and structure of the programme.</p>

	<p>stage, for instance by organizing a separate call for proposals in Arabic through the regional country office and actively supporting strong applicants in identifying a Danish partner organization.</p> <ul style="list-style-type: none"> • Formalize a transparent list of evaluation criteria which can be included in the guidelines for applicants to enhance the transparency of the selection process. Feedback from the selection panel to successful and unsuccessful applicants should be systematically structured according to those criteria. 				
5	Beyond organizing the periodic DEMENA conference, consider facilitating a network of DEMENA grantees to enhance opportunities for exchange, partnerships, and follow-up activities beyond the project duration.	A mailing list/newsletter has been established whereby relevant events, courses etc. are announced for all grant holders. Grant holders will also be encouraged to invite other grant holders to activities and events, if relevant.	See above.	Not further relevant due to funding and structure of the programme.	Not further relevant due to funding and structure of the programme.

6	<p>Strengthen the DEMENA pool's ability to demonstrate results through stronger arrangements for Monitoring and Evaluation. This could include</p> <ul style="list-style-type: none"> • Aligning project application and reporting formats, including with a view to ensure that pre-defined indicators are used for measuring progress and results and that information feeds into the key indicators reported under the DAPP agreements • Developing a guidance note on M&E to help applicants put in place relevant indicators and other appropriate M&E arrangements • Providing a sample evaluation form to supported organizations that they can adapt to their specific project as needed in order to help them collect relevant information from their beneficiaries (e.g. satisfaction, changes in knowledge and attitudes, etc.) 	<p>Revised reporting formats and guidelines for evaluation of projects has been developed and was available on our website from January 2015. The overall indicators for the DEMENA Pool have also been revised in the Rolling Plan 2015.</p>	<p>See above.</p>	<p>Not further relevant due to funding and structure of the programme.</p>	<p>Not further relevant due to funding and structure of the programme.</p>
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7	<p>MS/AADK to clarify criteria for handover of GP responsibility to the respective AA organizations in the countries and continue to ensure the development and quality assurance of the concept of the GP in line with the overall mandate under the federation.</p>	<p>In June 2015 a meeting was held with the relevant country directors to discuss the vision and management of the Global Platforms. A concept note outlining the following was agreed upon: i) the platforms should apart from being a training provider also act as youth hubs; ii) a model for matrix management between AADK and AACO; and iii) a confirmation of the core principles of the Global Platforms. Support from AADK will ensure that the core principles of the platforms are sustained. A federal oversight group will be established to manage the overall strategic decisions. The Federation has taken ownership and embraced the concept of the Global Platforms as a tool and strategic priority. The Global Platform in Nepal was the first to change the management structure into line-management by the ActionAid Country office, this also implies shared financial responsibility. The new management structure will be evaluated and adjusted accordingly.</p>	<p>Moving to 3rd generation MoU is presently being discussed between AADK, the AA country offices and the Global Platforms. This will ensure a full handover of the responsibility of the Global Platforms to the respective country offices. AADK will quality assure and provide professional support in terms of youth engagement and training philosophy ensuring that the Global Platform still run with the global concept and principles.</p>	<p>Handing over the full ownership of the GP to the AA country offices is being tested in Myanmar, with effect from January 2017. The process will be reviewed jointly by AADK and AA Myanmar.</p>	<p>Handing over the full ownership of the GP to the AA country offices is being tested in Myanmar, with effect from January 2017. The GPs are in the new SPA programme, programmatically and thematically fully integrated in each of the country programmes.</p>
8	<p>MS/AADK should articulate partnership strategy, clearly differentiating the different types of potential local, national, and regional partners, this could include:</p> <ul style="list-style-type: none"> • specifying criteria for engagement with (local) government authorities, • explore channels for increased use and reach of its training concepts and methodologies, e.g. through partnerships with other 	<p>The AAI partnership policy developed in 2014 give strategic direction for the various types of partnership that AA is engaging and/or would seek to further develop. The partnership policy is further described in section 3.3 in the Result Report.</p> <p>The POP of each of the partnership countries outlines the engagement with partners at local, district and national level, hereunder the engagement with authorities at the various levels. The LRP toolbox and the analysis of local to national advocacy cases under the Democratic Governance Platform will in 2015</p>	<p>Engaging in partnerships, alliances and networks at local, regional and global level has a high priority in the draft for the new AAI strategy, that will be approved in December 2016. Also reaching out to and supporting movements is central in the new strategy, which will place ActionAid as a front-runner related to new ways of engaging with partners.</p>	<p>Engaging in partnerships, alliances and networks at local, regional and global level has a high priority in the new AAI strategy. This was e.g. tested in the Youth Pilot Project (see section 5.4). Reaching out to and supporting movements is central in the AAI new strategy, which will place ActionAid as a front-runner related to new ways of engaging with partners.</p>	<p>Engaging in partnerships, alliances and networks at local, regional and global level has a high priority in the new AAI strategy. This was e.g. tested in the Youth Pilot Project during 2016. Reaching out to and supporting movements is central in the AAI new strategy, which will place ActionAid as a front-runner related to new ways of engaging with partners.</p>

	<p>INGOs, large local NGOs, and appropriate public entities</p> <ul style="list-style-type: none"> targeting strategy for individuals for the different types of capacity building services offered. In particular, consider how to be more inclusive of marginalized youth and target change agents (TOT participants) to maximize impact. 	<p>provide further learning and input on e.g. partnership and engagement with authorities at local, district and national level.</p> <p>T4C had in 2014 an increased focus on global partnership and a strategy has been developed. TCDC has during the last years had strong cooperation with various academic training institutions on joint courses and accreditations. TCDC will in 2015 further explore an increased engagement with a broader constituency of African civil society organisations.</p> <p>T4C is enhancing their strategic approach to distribution of scholarships. Furthermore, the international youth strategy/youth communique stress our key focus is on marginalised youth with a view of how to build linkages and solidarity between the marginalised youth and middle-class youth in order to build coalition and create changes. Various initiatives have been taken in order to ensure inclusion of the more marginalised youth like e.g. translating trainings and material into the various local languages.</p>		<p>Furthermore, in many countries AA engage with governments through various committees and consultation processes etc. In e.g. Mozambique that is regulated through MoUs.</p> <p>The GPs is increasingly engaging in partnership with local and international organizations (see more in section 5.4)</p>	<p>Furthermore, in many countries AA engage with governments through various committees and consultation processes etc. In e.g. Mozambique that is regulated through MoUs.</p> <p>The GPs is increasingly engaging in partnership with local and international organizations.</p>
9	<p>Enhance monitoring system to ensure that outcomes are monitored and reported. Clear targets with regard to outputs and outcomes should be established. Changes in targets during implementation, and the rationale for changes, should be communicated clearly in reporting.</p>	<p>As part of the revision of the strategy the outcome level has been more clearly defined (see Strategic Plan). Afterwards, all indicators have been assessed, revised when necessary and target have been set (see overview of key indicators in Strategic Plan). The PME system and procedures have been strengthened, reinforcing a comprehensive planning process including setting of targets and the ongoing monitoring of progress against targets and strategic objectives. The reporting against targets has been enhanced in the Result Report 2014 and will be further strengthened in 2015 based on increased PME support to all AADK teams, partnership countries and partners.</p>	<p>Outcome monitoring is consistently being strengthened, with the M&E frame for the Global Platforms being one example (see more under M&E section in the Result Report 2015)</p> <p>In addition to the improvements described in the result Report 2014, an improved format and process for planning by the partnership countries were introduced for the 2016 planning. Through this</p>	<p>Outcome monitoring is consistently being strengthened, where Outcome Harvesting was successfully introduced in early 2017 (see more in section 3)</p> <p>The strengthened M&E frame for the Global Platforms being introduced in 2015 has led in improved documentation of results at outcome level.</p>	<p>Outcome monitoring is consistently being strengthened, where Outcome Harvesting was successfully introduced in early 2017.</p> <p>The strengthened M&E frame for the Global Platforms being introduced in 2015 has led to improved documentation of results at outcome level.</p> <p>Improved formats and processes for planning by</p>

			process clear targets are set at output and outcome level.	Improved formats and processes for planning by the partnership countries were introduced for the 2016 planning. Through this process clear targets are set at output and outcome level.	the partnership countries were introduced for the 2016 planning. Through this process clear targets are set at output and outcome level.
10	MS/AADK and AAI need to clearly define how to measure outputs, outcomes and impact and provide training in data collection and reporting methods to the AA federation.	The revised strategy of AADK more clearly defines the outcome level, hereunder e.g. thematic priorities. In 2013 the Federation agreed on a common global monitoring matrix, which has since been the key reference point for all monitoring and reporting. AADK has engaged in development of counting methodologies and data collection for SO1 and SO2. AADK has carried out data collection workshops in four partnership countries. Moreover, we are closely engaged in aligning all reporting and data collection to the common agreed standards, hereunder developing of global counting methodologies. See more under section 3.3	This is an ongoing process, which has also been priorities in 2015 (see more in the Result Report section on M&E).	This is an ongoing process, which has also been priorities in 2016. The Outcome Harvesting Reviews engaged key stakeholder, AA staff and partners in workshops that contributed to enhancing the M&E capacities.	This is an ongoing process, which has also been priorities in 2017. The Outcome Harvesting Reviews engaged key stakeholder, AA staff and partners in workshops that contributed to enhancing the M&E capacities. Feedback are given to GPs and partnership countries on reporting and regular visits to partnership countries are undertaken, which also involves feedback and discussions of data collection.
11	MS/AADK should strengthen the capacity of its Finance Team to carry out systematic financial monitoring of local offices, projects and partner organizations abroad	AADK has recruited an additional financial controller to improve the capacity of the finance section. AADK has drafted revised sections of the Financial Management Manual including guidelines and procedures monitoring of finances of local offices and projects.	AADK conducted five monitoring visits in 2015, of which three were to Jordan. See next section. AADK will participate in joined monitoring visits with AAI internal audit, where the first	From 2016 AADK and AAI started undertaking joint monitoring visits. The first visit of this type went to Zambia. In 2016 AADK finance staff furthermore visited Kenya, Jordan and TCDC in Tanzania. In early	From 2016 AADK and AAI started undertaking joint monitoring visits. In 2017 AADK finance staff visited AA-Tanzania and like previous years Jordan and TCDC was visited during the fall (of 2017). Two visits

			visit will take place in September 2016.	2017 one visit together with AAI internal audit has been conducted to AA Tanzania. Conducting financial monitoring visits together with AAI internal audit has a number of benefits – at federation-level it is efficient and contribute to a deeper knowledge-sharing between the parties involved. AAI has increased the number of internal auditors and it will therefore be possible to visit all AADK partners within a 3-year period.	which had been planned together with AAI internal audit unfortunately had to be postponed to 2018 due to circumstances on the ground. Conducting financial monitoring visits together with AAI internal audit has a number of benefits – at federation-level it is efficient and contribute to a deeper knowledge-sharing between the parties involved. AAI has increased the number of internal auditors and it will therefore be possible to visit all AADK partners within a 3-year period.
12	MS/AADK must ensure that proper accounting systems, including customized accounting software, are used at all levels of the organizational chain and be accompanied by written instructions for budgeting, accounting, and financial reporting.	The ARI programme is now handling their finances in the ActionAid ERP system, SUN. ARI follows ActionAid as well as AADK financial processes and specific financial guidelines have been revised during the spring of 2015. Two visits have been made during 2015. During the last visit an action plan for further improvements to be made during 2015 was outlined and agreed upon. TCDC has during the last months of 2014 upgraded their financial system from an old version of Navision to a new version which allows for better financial control. A clear action plan related to the recommendations by the auditors (in the management letter from 2014) has been agreed. The administration of the global platforms is handled by the local AA country office. It is thus part of the audit carried out at the AA country office.	Due to change in leadership (Head of Administration) AADK has kept supporting the ARI programme office closely. The staff change has delayed the consolidation of the use of SUN system. Based on joint effort from AADK, AAI finance and ARI the plans are being implemented.	AADK is still monitoring and supporting ARI programme office closely. New finance staff at the regional office is being inducted with support from Copenhagen.	AAI has from 2017 taken over the responsibility of the office in Jordan. There has been a transition of staff in the finance team and a new Head of Finance started mid-2017. Two monitoring visits were carried out towards the end of 2017 to assess the situation and the progress against the action plan.
13	MS/AADK should develop standard agreement templates for different types of partnerships and	A standard agreement template that includes the MFA anti-corruption clause is being used both by ARI and MS.	Completed in 2014.	Completed in 2014.	Completed in 2014.

	partner organizations, clearly conveying MS/AADK's own and MFA's requirements and conditions, including the requirement to report on suspected mal-practice. All agreement templates must include the MFA "anti-corruption clause".				
14	MS/AADK should describe the procedures for external auditing in greater detail in MS/AADK's "Financial Policy and Procedures Manual", and a system should be established to ensure that local audit reports are systematically reviewed and followed-up by the organization.	Revised sections of the Financial Management Manual including descriptions on the external auditing has been made.	Completed.	Completed.	Completed.

Follow-up on Danida Financial Monitoring Visit 2016

	Recommendation	Reflections and follow up, September 2016	Reflections and follow up, September 2017	Reflections and follow up, September 2018
1	To include descriptions of necessary controls in the Financial Policy and Procedures manual	The descriptions are kept in individual documents as they are dynamic procedures. However, AADK will strengthen the linkage between the descriptions and the FPPM		
2	AADK needs to clarify internal control environment across the federation. DANIDA recommends that AADK participates in monitoring visits conducted by AAI internal audit	AADK will participate in a first joint visit in September 2016.	A model has been developed together with AAI internal audit where AADK finance staff participate in internal audit visits to AADK partners. AAI internal audit share their plan for the coming years and visits to AADK partners are coordinated together with AADK finance.	A model has been developed together with AAI internal audit where AADK finance staff participate in internal audit visits to AADK partners. AAI internal audit share their plan for the coming years and visits to AADK partners are coordinated together with AADK finance.
3	AADK needs to strengthen the frequency of monitoring visit to make sure it is in accordance with AADKs' own guidelines (every 2. – 3. Year)	AADK has been short of controller staff and the situation in ARI has demanded extra attention. AADK will intensify the monitoring visits. In Autumn 2016, visits	Financial monitoring visits are planned and conducted as joint visits together with AAI internal audit. AAI has (as from 2017) increased the number of internal auditors and it will therefore be possible to	Financial monitoring visits are planned and conducted as joint visits together with AAI internal audit. AAI has (as from 2017) increased the number of internal auditors and it will therefore be possible to

		are planned for Kenya, Zambia and Tanzania.	visit all AADK partners within a 3-year period via the joint monitoring visits.	visit all AADK partners within a 3-year period via the joint monitoring visits.
4	DANIDA recommends that AADK participates in monitoring visits conducted by AAI internal audit	AADK will participate in a first joint visit in September 2016.	This has now been implemented and the model works very well.	This has now been implemented and the model works very well.
5	AADK needs to make sure date on Anti-Corruption Policy is clearly stated in order to make sure that the policy is regularly revised (at least every 3 year). Furthermore, AADK should note that Danida does not hold a lower limit.	AADK followed up on this issue. AADK will ensure that revision of AAI's Anti-Corruption Policy is done accordingly. AADK has communicated to partners that Danida does not hold a lower limit.		

Annex G: AADK Capacity Assessment and Review 2019

Recommendations 2019	Timeline for follow-up	Responsible	AADK management response 2019
REC 1: AADK should concretise the “Operational Reboot” in a consolidated and budgeted plan with prioritised activities and clear outputs/targets for 2019 and beyond. The reboot plan should especially consider systems strengthening in areas of project management, financial management, risk management, safety and security management, safeguarding, human resource management, if possible through integrated solutions across platforms.	2019-2020	AADK	
REC 2: AADK should introduce a more structured and strategic approach to resourcing, assess staffing needs in relation to its strategic plan and the SPa, and develop a holistic, long-term staffing plan in this regard that rationalizes the staff contributions towards the SPa and other engagements. Capacities for financial management and management of humanitarian assistance should be strengthened, including through competence development and/or new recruitment.	2019	AADK	
REC 3: AADK should with AACOs develop and implement a system for more systematically assessing, documenting and providing for the organisational capacity building needs of partners. This should consider not only programmatic needs, but also organisational support needs. Capacity development plans should ensure learning objectives and should be linked to partner sustainability plans. AADK should also ensure that partner vetting (initial assessment) is consistently applied, documented and retained.	2019 (October)	AADK	
REC 4: AADK should review financial flows and distribution of costs within programmes with partners – and consider ways of increasing the share of the budget transferred to non-AA partners and expenditures made on behalf of partners with limited absorption capacity (e.g. social movements).	2019 (October)	AADK	
REC 5: AADK should review and strengthen its humanitarian programmes. This should include a clearer mapping of the cluster system and other humanitarian actors working in the same space, articulation of alignment where relevant with broader cluster initiatives, and a stronger theory of change for how to influence the cluster system. AADK should consider to articulate an AADK humanitarian vision or “signature” and consider how this can be aligned around AADK’s core areas of strength and capacity, based on experiences from the current HUM programme.	2019	AADK	
REC 6: AADK should reinforce its humanitarian “hands-on” operational capacity at head office to ensure the ability to engage more closely in humanitarian programming through strengthened analysis and closer programme support, monitoring and oversight. The collaboration with IHART should be reviewed to ensure that timely IHART support is provided to all the humanitarian programmes on a regular basis, including an immediate inception visit to each HUM programme if/where not already conducted.	2019	AADK	
REC 7: AADK should strengthen its monitoring set-up, both in terms of programmatic monitoring and financial monitoring. This involves increasing AADK’s in-country monitoring frequency, particularly in high-risk programmes. The monitoring methodology	2019	AADK	

should be strengthened with regard to verification of quality of results, and identification of capacity constraints that may require AADK support. The methodology should include check lists on finances, quality delivery and risk management. Programme monitoring should also include monitoring of risks.			
REC 8: AADK should further strengthen the Board Finance and Audit Committee and the AADK Finance Team, specifically with a view to support the implementation and financial monitoring of the SPa, including the HUM programme.	2019	AADK	
REC 9: AADK should develop a comprehensive procurement policy with process descriptions and specific methods and standards for procurement, HR, and risk management, and secure early transition to a new integrated financial management/project management system.	2019-2020	AADK	
REC 10: AADK should ensure that local audits are carried out in line with the MFA audit instruction and, although not an MFA requirement, consider providing funding to AA partners for SPa-specific project audits.	2019	AADK	
REC 11: AADK should, apart from ensuring the full implementation of its own anti-corruption and whistle-blowing policy, ensure that all partners have similar policies and reporting mechanisms in place, and that related partner training is provided at all levels.	2019-2020	AADK	