

DANIDA FRAMEWORK GLOBAL RESULTS REPORT 2016



Results Report 2016

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1. Introduction

In 2016, ActionAid Denmark (AADK) continued improvement of our existing programmes, and worked to leapfrog our programming framework and conceptual approach to inform the development of new strategies in both ActionAid International (AAI) and AADK.

Three issues were prioritised in 2016. Firstly, we continued steps to increase outcome centred integration in planning and implementation between our partnership support, global platforms, and our different capacity modalities. Secondly, we have worked to continue streamlining a sharper thematic focus within our programmes, as well as the linkages and interaction between country programmes, cross-cutting learning and policy initiatives. Thirdly, we continued having youth as a priority and pushed ourselves, ActionAid, and partners to balance programmatic mainstreaming, with support to more informal youth movements and alliances, as well as support to youth led spaces and activities even when it challenges our existing themes and policy positions.

These reflections informed our ongoing efforts to deliver results in 2016 and are reflected in the present annual report. This has also shaped and informed our influencing and interaction with ActionAid in formulation of a new global strategy that ran through most of 2016. As AADK, we were placed in the core strategy development group, and took leadership of sub-groups on youth and democratic governance. We successfully ensured: 1) A continued strong priority of democratic governance and accountability, hereunder progressive tax, anti-corruption, civic space and humanitarian accountability; 2) A continued focus to link locally rooted programmes with national and global policy work, and being a relevant facilitator and contributor to movements and alliances; and 3) Securing a stronger focus on youth, activism, and rethinking how we work to ensure space and relevance for youth.

2. Our Programmatic Approach and Integrated Capacity Development

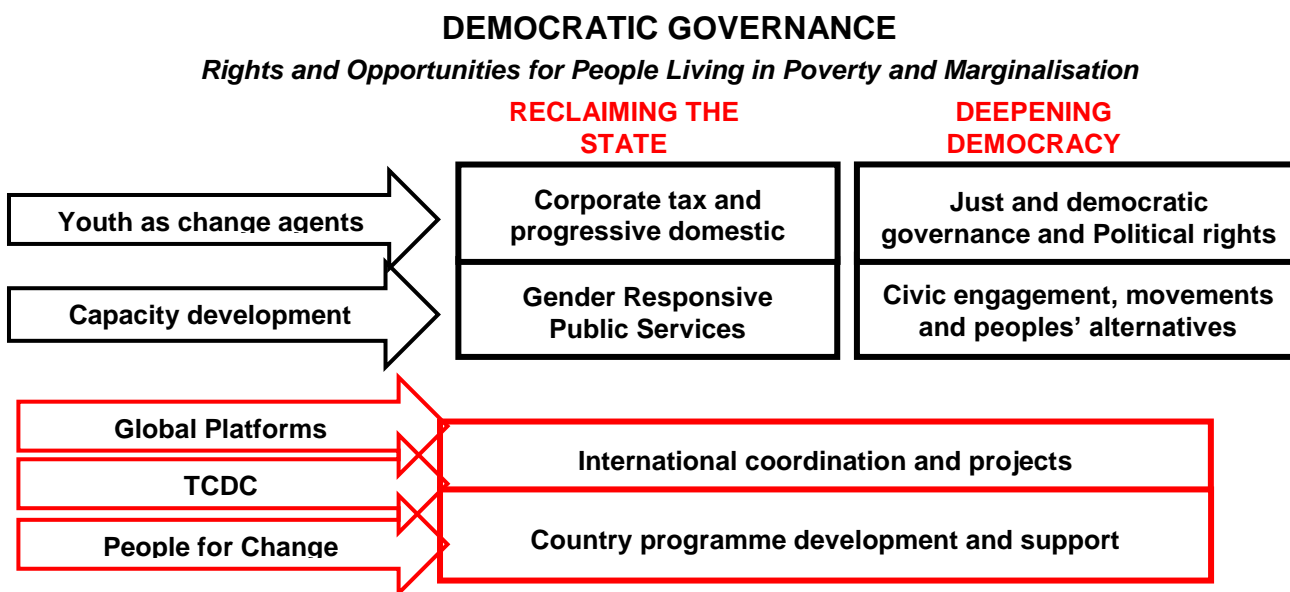
The programmatic focus of AADK in the Global South is good governance and youth engagement, referring to three interlinked overall objectives: 1) Securing improvement in the quality, equity and gender responsiveness of public services for people living in poverty (Gender Responsive Public Services); 2) Securing fair redistribution of resources through taxation (Tax Justice); and 3) Mobilising young agents of change to campaign for more democratic and sustainable societies. In the strategy and approach of AADK youth is both a strategic objective and a cross-cutting theme applied across activities and themes.

In 2015, AADK was delegated the responsibility of all governance work in AAI. The work embraces the 26 most active countries within governance work. AADK are leading the delegation through developing and sharing of methods, as well as through strategic guidance and knowledge facilitation related to the thematic areas of Gender Responsive Public Services (GRPS), Tax Justice, Shrinking Political Space (SPS) and Youth.

The federation-wide delegation provides AADK with an opportunity to play a strong role in the governance work of ActionAid, where we can contribute to larger results at the global level, reaching far beyond the partnership countries that AADK directly supports. AADK has paid high attention to integrate the thematic and strategic areas into a comprehensive programme. For example, youth are increasingly being integrated in the country programmes, but without jeopardising the value of supporting stand-alone youth-led activities. The value of the youth-led approach is acknowledged in the external review by Danida, where it's stated that:

"Therefore, Danida's commitment to favouring 'innovative and courageous partnerships that are willing to take risks' ('The World 2030') and 'to experiment with our own approaches' will be invaluable for effectively supporting young people to lead and initiate change through programmes and advocacy. Backing informal youth movements is one such approach and is where experiences of Danida and its partners are limited, but the review did find one example of this in ActionAid's approach and Global Platforms."

The figure below gives an overview of the thematic interventions and the support modalities/Integrated Capacity Development.



AADK provides programme support to eight partnership countries (Uganda, Kenya, Zambia, Zimbabwe, Mozambique, Tanzania, Nepal and Bangladesh). And furthermore, support is provided to facilitation of knowledge production and sharing related to the thematic areas under the Democratic Governance Delegation. Finally, global programmes on Youth and Tax Justice are supported.

The capacity development modalities of AADK (People4Change, Training4Change and knowledge activities/developing and sharing of methods) are integrated and aligned across interventions and programmes according to the thematic priorities on Gender Responsive Public Services, Tax Justice, Shrinking Political Space and Youth.

- People4Change (P4C) facilitates cross-country, face-to-face mentoring and capacity development through placement of Inspirators mainly with local partners (volunteer placement up to 9 months) and long-term professional technical Advisors in 2-year placements with AA offices or larger national partners.
- Training4Change (T4C) consists of: 1) AADK Training Centre of Development Cooperation in Tanzania (TCDC) providing training for AA staff and partners on aspects such as governance and tax; and 2) The Global Platforms (GPs) which is a global network of youth centres providing training and supporting youth activities.
- Knowledge production and sharing is achieved through: 1) Skillshare; 2) Beautiful Rising, which is an online toolbox for youth activists; and 3) Through the online network toolbox compiling accountability and governance related tools.

The capacity development modalities are integrated and mutually supportive, ensuring a comprehensive capacity development approach. Most Advisors are placed according to the key thematic focus under the Democratic Governance Delegation (GRPS, Tax and SPS). Youth is framed and prioritised at AA federation level by the Youth Working Group (see more in section 5.4). To further increase the synergy, facilitate learning and strategic alignment at federation level, all Advisors are obliged to spend 15% of their time and resources on global knowledge production and knowledge sharing. For example, curriculum development, contributing to global research, and being co-trainers at TCDC and at the GPs. Previously, many Inspirators supported broader organisational development of the partner organisations. This has to a large degree been successful and the focus of the Inspirators are much more closely linked to the programmatic thematic priorities. The closer integration of capacity development modalities according to the thematic priorities are increasingly showing results. For example, Tax Justice demonstrates this, where the Advisors have played a key role in facilitating national to global linkages leading up to the African Union (AU) Summit and the Financing for Development Summit (see more in section 5.2). Another example is youth engagement related to the Sustainability

Development Goals (SDGs), where the youth Advisor and the GPs jointly contributed to the process (see more in section 5.4).

As part of the Democratic Governance Delegation AADK facilitated cross-country cooperation and learning, and contributed to a strengthened thematic focus and perception of key concepts benefitting both the global interventions and the work at country level. The integration and strategic alignment of the capacity development modalities has made the added value of AADK more visible. For instance, the Outcome Harvesting evaluation of the Tax Justice programme clearly demonstrates a high added value by AADK.

3. Capacity for Delivering and Documenting Results

AADK has systematically been improving the M&E and planning systems, hereunder following up on the recommendations from the Danida review in 2014 (see annex 4). The recent M&E related interventions are:

- Integration of programme and capacity development according to thematic priorities.
- Introducing Outcome Harvesting as a flexible tool to document outcome level results. Outcome Harvesting is recognised as one of the recent innovative approaches to document outcomes. AADK piloted the approach related to the Tax Justice programme and the GPs. This has enhanced documentation and understanding of results at outcome level in terms of aspects such as: strengthened capacity and role of Civil Society Organisations (CSOs); engagement with authorities; and broader mobilisation. Outcome Harvesting has thus added a valuable level to the previous documentation of results at impact level with regards to factors such as concrete policy changes, and at output level where, for example, the number of people trained have been reported. Related to the GPs, Outcome Harvesting has, together with tracer studies and certificate-after-action introduced in 2015, created a more result-based approach to the planning and design of activities. Annual reflection and learning meetings are held at the GPs, supporting that documentation is informing planning and programming.
- Strengthening a consistent thematic focus and integrated planning by improving planning systems and processes that integrate the country partnerships, P4C Advisors and Inspirators, and the T4C training towards common collective outcomes.

The continuous efforts to improve the M&E and planning systems, and the effects of these interventions in terms of programme results, are documented in a variety of ways. These include annual reports, the recent Outcome Harvesting reviews, and in the annual results reports, where quantitative and qualitative documentation against targets and indicators has been presented since 2014 proving significant progress and results.

Lessons learned, deviations and challenges:

- The strengthened focus on M&E for the GPs has created more focus on outcomes and what it takes to create this, which has positively informed planning and programme design. The capacities to gather and analyse data can be a challenge at the GPs. As a response to this, AADK and the GPs have co-facilitated annual reflection and learning workshops. GP Ghana has trained young people to carry out tracer studies and qualitative interviews, providing a model for youth-led monitoring to be shared with the other platforms.
- The AA Value for Money approach is central to the new AAI M&E approach following the approval of the new strategy in late 2016. However, AA nor AADK have had the resources to fully roll this out yet. This will be done from 2018.

4. General Overview of Results

Annex 2 contains an overview of results reported against key indicators. Performance on key indicator at impact level for GRPS and tax are over target (Number of local governments where steps are being taken to increase accountability to their communities; Number of people living in poverty who experience improvement in quality and gender responsive public services; instances of governments increasing budget allocations and or actual disbursement for public services in health, education, and agriculture as a result of implementation a progressive system of taxation; steps taken by governments to introduce a progressive system of taxation). However, on the output level especially at country level saw an under performance in terms of number of people participating in accountability related training and number of people participating in discussions on plans and budget. This is mainly due to the budget cuts implemented from start 2016. Number of people involved in local and national campaigning is lower than target. In many countries, online campaigning, media engagement and petitions is to

some extend replacing more traditional campaigning, as it has shown effective. The existing counting methodology doesn't fully capture this. Also, countries such as Zimbabwe and Uganda due to shrinking political space couldn't carry out larger public campaigns. Number of youth participating in youth hub activities and step down training were lower than expected, however the outcome harvesting review, certificates-after action and tracer studies show high number of people taking action as well as important results at outcome and impact level.

The following sections comprise results of: 1) The global interventions on Shrinking Political Space, Tax Justice, Gender Responsive Public Services, and Youth; 2) Results from partnership countries; and 3) The results of our work in Denmark.

The global interventions on Tax Justice and Youth saw significant results in 2016. Apart from the support to Tax Justice and Youth in the partnership countries and through the capacity development modalities, AADK provided support to the AA Global Tax Campaign as well as the AA global Activista youth network. The work on GRPS and SPS contains country level support, and cross-country learning and development of methods as a part of the Democratic Governance Delegation. AADK thus provided more support for global interventions related to Tax Justice and Youth than to GRPS and SPS. The weight and richness of the results reported on the global interventions related to Tax Justice and Youth compared to GRPS and SPS are partly a reflection of this. The results of GRPS comes out strong at country level, with 353,800 people living in poverty getting access to improved public services.

FRAME - %								
Strategiske mål	Virkemidler	Partnerskaber	Anden støtte til partnerskaber	Metodeudvikling og int. projekter	T4C	P4C	Arbejde i DK	Total
SO 1		17,00%	5,00%	6,00%	4,00%	8,00%	0,00%	40,00%
SO 2		8,00%	2,00%	3,00%	1,00%	3,00%	1,00%	18,00%
SO 3		1,00%	1,00%	0,00%	0,00%	1,00%	0,00%	3,00%
SO 4		0,00%	0,00%	2,00%	16,00%	3,00%	0,00%	21,00%
SO 5		0,00%	0,00%	0,00%	0,00%	1,00%	0,00%	1,00%
SO 6		0,00%	0,00%	1,00%	8,00%	4,00%	0,00%	13,00%
SO 7 & SO 8		0,00%	0,00%	1,00%	0,00%	0,00%	3,00%	4,00%
Total		26,00%	8,00%	13,00%	29,00%	20,00%	4,00%	100,00%

Strategic Objectives refer to the AADK strategy, where SO1 is GRPS; SO2 is Tax; SO3 is Accountability in Emergencies; SO4 is Youth; SO5 relates to the Arab Regional Initiatives; SO6 relates to HRBA, which after initially being a separate intervention is now mainly mainstreamed into all other activities and finally SO7 and SO8 which relate to our activities in Denmark. Apart from a higher allocation to Youth there are no major changes in the distribution between objectives between 2015 and 2016.

The key focus in the strategy and approach of AA and AADK is to push for structural changes and redistribution based on peoples' participation, where young people and communities are empowered to act. The examples from the partnership countries in terms of access to improved public service delivery, are all illustrations of people who has been empowered to demand their rights. The cases are thus examples of improved service delivery, but equally important, they illustrate people's participation and more responsive societies, where citizens and authorities interact, paving the way for more democratic societies.

5. Global Interventions

The thematic global interventions are SPS, Tax Justice, GRPS and Youth. An international meeting with the AA Countries involved under the Democratic Governance Delegation was held in May 2016, assessing the results and learning. These findings were discussed further at a workshop in September 2016 with representatives from the AADK partnership countries. Youth is not a part of the Democratic Governance Delegation, but is facilitated through the Federation Youth Working Group led by AADK, where a large learning and planning meeting was held in January 2017 at TCDC.

Lessons learned, deviations and challenges:

- Starting up thematic working groups under the Democratic Governance Delegation and maturing them into a delivery mode takes time and a lot of resources on the facilitation/secretariat side. There is a need to continue improving on how to develop and facilitate multi-country activities.

5.1 Shrinking Political Space (SPS)

The AA working group on SPS is led by AA Uganda and supported by an Advisor. The experiences that AA country programmes have on SPS are wide, but to a large extent undocumented and scattered. The SPS project contributed to a better conceptualisation of shrinking space, moving the focus from CSOs to a focus on people's space for participation. This has resulted in better mainstreaming into programmes and strengthened the platform for mutual support and cross-learning. Based on the conceptualisation/policy position, a training curriculum has been developed. Beautiful Rising contributed to this, with knowledge on how to expand political space via nonviolent action. AA had a stronger participation in the World Social Forum and took part in the development of the international Civic Charter under the International Civil Society Centre. The Civic Charter provides a framework for people's participation commonly agreed upon amongst a wide range of INGOs. Furthermore, AA facilitated the launch of the Pan-African CSO network "Africa Rising" and engaged in the UN Universal Periodic Review (UPR) processes, where AA guided human rights players and partners in fact driven and targeted advocacy in Zimbabwe and Uganda. In Uganda, the Advisor supported 15 partners in the Civil and Political Cluster to develop an alternative UPR report, which was presented to international stakeholders in Uganda. AA Uganda supported the East African CSO forum resulting in SPS for the first time being on the agenda for the intergovernmental East African Community (EAC) Secretary General's Summit, thus being mainstreamed into the politics and democratisation policy protocols. The further process will be monitored by civil society. At country level, the increased focus on SPS led to results in terms of fighting back damaging legislation, ensuring CSO representation in relevant fora, as well as a strengthening of the AA risk assessment and risk mitigation. Examples are from Uganda, where the SPS team supported consultation on the NGO regulations and the country director of Uganda was voted to represent the CSOs on a new NGO bureau. The SPS working group supported AA Cambodia to respond to potentially damaging legislation. Also, support was provided to Guatemala, Burundi, Cambodia and Zimbabwe in updating their security and safety plans, as well as developing actions to mitigate the impact of Shrinking Political Space.

In late 2016, AADK participated in the Fight Inequality Alliance global gathering in South Africa, together with social movements such as Black Lives Matter, Fees Must Fall and member INGOs. With a number of national level dialogues on inequality, the alliance developed from being an agenda setting conversation among global leaders in the CSO sector, to starting up collaboration amongst key national actors in a number of countries. AADK serves as the focal point in Denmark for the alliance and will host a global gathering from the 20th – 23rd of November 2017.

Lessons learned, deviations and challenges:

- The activities on SPS has brought AA in contact with movements, which have more fluid and informal structures, which in turn requires flexibility.
- The closer engagement on SPS has as a first step build coalition with like-minded actors as well as strengthened our conceptualisation of shrinking political space, as a basic for future policy impact.

5.2 Tax Justice

In early 2017, AADK undertook an Outcome Harvesting Evaluation of the Tax Justice work looking at the outcomes from 2014 – 2016 (the evaluation report can be found at (www.ms.dk/dokumenter/evalueringer)). The Outcome harvesting evaluation confirms that AA has played a strong role in opening up space for civil society to engage in tax justice with Ministries of Finance, a space which didn't exist before. Furthermore, the significance of the national/global linkages has been documented, especially related to Double Taxation Treaties (DTT). The AADK research on Ghana/DK DTT shaped a model for research and advocacy on DTTs, which was subsequently used in the AA flagship research report "Mistreated – the tax treaties depriving the World poorest of vital revenues." AA is seen as a global through-leader on DTTs. The national/global linkages stand out strongly in the evaluation. This entails bringing in practical experience and research from national level into global fora, strengthening national level advocacy by linking to global processes and facilitating cross-country civil society

engagement. The evaluation shows that AA is a credible partner on tax justice for government and international institutions.

The evaluation process was participatory and brought together key AA staff, partners and Advisors representing the various intervention levels/programmes on tax justice. The Outcome Harvesting exercise has helped AA realise where our strengths and weaknesses lie. And it has pinpointed how better to pull streams of work at national and global level together. This contributes positively to a future more integrated programme design and implementation.

Below is an overview of the various inter-connected interventions on the Tax Justice programme.

Intervention level/programmes	Focus and activities	AADK support
National level/partnership countries	National capacity development, mobilisation, research, campaigning and policy work aimed at building CSO capacities.	AADK provided programme support and capacity development through P4C and T4C.
Progressive taxation – cross-country learning	As a part of the Democratic Governance Delegation, AADK facilitates cross-country learning, creating a deeper understanding and policy stand on progressive taxation.	AADK and Advisors facilitated a cross-national thematic framework for research, knowledge sharing and multi-country advocacy.
Multi-country tax campaign/Global	Research, global advocacy and campaigning.	AADK provides financial support for the Global Tax Campaign, as well as professional input on research, advocacy and campaign activities. The Advisors offer technical input and ensure national/global linkages
Responsible corporate tax behaviour	Research and advocacy engaging the political level as well as corporates to promote responsible business behaviour.	AADK undertakes research, campaigning, and policy work in Denmark and towards the European level. AADK is a front-runner in the Federation supporting other AA countries on responsible corporate behaviour.

During 2016, 5 Advisors were placed in support of Tax Justice, both at national and international level. In 2016, national studies of the existing tax systems were made in Zambia, Mozambique, Sierra Leone, Zimbabwe and Bangladesh. The Working group under the Democratic Governance Delegation has synthesised the findings with focus on gender and tax, Personal Income Tax, Property Tax and Value Added Tax with an aim to inform advocacy and campaign initiatives. The research will provide a platform for strengthen linkages with research-oriented partners and think tanks like International Centre for Tax and Development (ICTD).

The most important results related to global interventions on Tax Justice in 2016 were (all national level results are described in Section 6):

- In 2016, the AU adopted strong recommendations on stopping illicit financial flows (IFF). AA and partners coordinated input to the AU and United Nations Economic Commission for Africa’s (ECA) High Level Panel on IFF. AA was one of the few NGOs that were present at the AU Summit from the 23rd – 31st of January 2016 in Addis Ababa. The AA advocacy process started in 2013 and was based on globally coordinated national advocacy processes and engagement with key stakeholders and politicians, building on research and policy analysis. AA mobilised African civil society around the AU IFF consultations, where a strong partnership with the East Africa Trade Union Council (EATUC) was established. This resulted in a NGO communique that was shared with the panel. The reputation that AA has built regarding Tax Justice in Africa resulted in AA being invited as rapporteur at the AU IFF Panel’s West Africa consultation. AA facilitated multi-country advocacy at the following fora leading up to the Summit: National consultations of the AU Panel in Mauritius; Africa’s Finance Minister’s annual meeting, Nigeria, 2014; UN Economic Commission for Africa’s 9th Africa Development Forum (ADF) theme on Innovative Financing for Africa’s Transformation, Morocco, 2014; and the African Development Bank annual meeting, Rwanda, 2014.
- From February 2016 and the following year, media and politicians (e.g The Danish Minister of Taxation, the UN Committee of Experts on International Cooperation in Tax Matters, Parliamentarians, academics and ministry officials in Malawi, Sierra Leone, Bangladesh, Ireland, Nigeria, UK, Denmark, Netherlands, Brussels, Zambia, and Sweden) discussed the scale of negative impact of the current global tax treaties on the developing countries. This was based on the AA report “Mistreated: The tax treaties that are depriving the world’s poorest countries of vital revenue”, providing analysis of 500 DTT. The report was furthermore

launched at the European Parliament in April 2016, and presented to the Platform for Tax Good Governance (a key Advisory body to the European Commission on tax) in January 2016.

- For first the time European Commission is, through its “Anti-Tax Avoidance Package”, clearly recommending members states to consider the impact of DTT on developing countries. If countries do proper spill-over analysis of tax treaties and other agreements, this will potentially have significant impact on taxing rights of developing countries and potential tax incomes. The launch of the report “Mistreated” contributed to this. Also, advocacy was done by AADK through Eurodad (the European Network on Debt and Development - a network of 47 CSOs).
- As a result of the positive engagement approach of AADK, outlined in the AADK edited report “Getting to Good: Towards responsible corporate tax behaviour”, Mærsk has centralised their tax planning to ensure compliance with laws and regulation. Likewise, PFA has placed responsible tax on the agenda for their investments in thousands of companies. The report “Getting to Good” has been positively received and cited by, for example, the Principles for Responsible Investment (PRI), EU Commission Tax Good Governance Platform, UN Global Compact, and B Team. It is also being published as an article in the forthcoming Oxford University Press publication, Human Rights and Tax in an unequal world (2017). The report has been launched and discussed in Dhaka, London, Brussels, Copenhagen, Washington and New York, engaging corporates and policy makers alike. Furthermore, AADK presented the report at a UN Global Compact webinar. The report “Getting to Good” has added value to the existing dialogue with corporates, carried out by the Danish civil society through facilitation of a common perspective and approach. Furthermore, the positive engagement approach has informed the AA approach to corporates by showing that exposure, combined with informal critical constructive dialogue, can bring considerable changes.
- Mærsk hosted a major conference on responsible corporate tax behaviour (joint effort with Oxfam Ibis) gathering the Danish business community (large companies) and top international speakers such as Commissioner Vestager. AAUK and AADK presented the report “Getting to Good” alongside Oxfam.
- Arla won the award for best human rights reporting awarded by Danish accountants (FSR) and acknowledged AADK’s role. Responsible investments (social dimensions/human rights) is an area where AADK stands out as experts in the eyes of the investors and the media, where AADK is frequently contacted.

All country level results related to tax justice is reported in the country section. Below are some key cross-country outcome level results identified through the Outcome Harvesting Evaluation:

- A **strengthened role of civil society**, where AA supports national tax coalitions in Uganda, Mozambique, Zambia and Tanzania. Here, AA plays a key role in creating synergy, mutual learning and cohesion between local stakeholders, as well as sharing and undertaking research for joint advocacy in the interaction with areas such as the Ministries of Finance as well as international fora (AU, Financing for Development Summit). The full potential of being a locally rooted global federation is seen by the unique role of AA in linking national and global advocacy in relation to the Financing for Development Summit and the AU Summit. AA brought in practical locally rooted experience, research and knowledge, and subsequently brought the global discussion back to the national context, leading to concrete policy changes at national level. This was mainly facilitated by the Advisors. Another example of the role of civil society is AA Zambia engaging various stakeholders such as the Zambia Development Agency, Ministry of Finance, Zambia Revenue Authority, and the World Bank to discuss the need for a cost benefit analysis of tax incentives and abolishing of outdated tax incentives. This was subsequently incorporated in the World Bank’s Zambia Economic Brief from December 2016: “Raising Revenue for Economic Recovery.” The Advisors played a key role by building the capacity of AA staff and local partners to enable them to more confidently engage with policy makers in discussions on tax justice at local, national, and global levels. Especially the AADK Advisors added significant value to the outcome, where they e.g. build local capacities, established and facilitated the National Tax Coalitions, mobilising a broad group of CSOs around tax justice. Improved ability to gather evidence for tax related advocacy can be documented, as well the ability to link tax revenues with public services. AA Mozambique states that before the Advisor arrived, the relevant AA staff only had a general knowledge of taxation. During the two-year placement of the Advisor, this changed significantly and AA Mozambique is today known as the reference organisation in terms of Tax Justice.
- There are many examples of **AA mobilising citizens and media** on tax related issues, especially at national level (reported in Section 6). However, also at global level, AA has mobilised citizens and media, where major women’s rights and tax justice civil society advocates came together for the first time to organise the first

Tax Justice for Women's Rights Global Days of Action. This targeted national governments to demand that they fulfil their commitment to securing women's rights and economic equality by taking action for tax justice. The days of action took place on both the occasion of International Women's Day and the annual UN Commission on the Status of Women intergovernmental meeting in New York, from the 8th – 24th March 2017.

- In Mozambique, Tanzania, Zambia and Uganda, AA and partners contributed to **strengthening the capacities of tax authorities**. AA Tanzania and partners, supported by the Advisor and TCDC, provided capacity development to 150 parliamentarians, qualifying the debates and eventual enactment of the Value Added Tax (VAT) act. The Inspirators have provided capacity development mainly to local partners in order to engage and facilitate linkages between tax justice and the broader accountability work.

AADK has added significant value to the work at federation level on Tax Justice, where the Outcome Harvesting evaluation specifically showed the contribution of the Advisors, both related to building capacities at national level, as well as their role in linking national and global level advocacy processes. Also the research on international treaties and standards has been crucial as a platform for national and global advocacy. The first research on the DTT between Denmark and Ghana, done in 2014 by AADK, has contributed to the analytical capacity of AA on DTT, where AA established itself as a leader in the field through the publishing of the report "Mistreated" in 2016.

Lessons learned, deviations and challenges:

- Documenting results and contribution of policy and advocacy work is a general challenge. Outcome Harvesting has proven a good tool to do this and will be integrated in the future AADK M&E framework.
- The Outcome Harvesting Evaluation documents, that both the Advisors and the research have strongly contributed to the results, whereas the contribution from the Inspirators and training is less strong. AADK will analyse and evaluate the findings to inform future programme design.
- It can be a challenge to mobilise citizens around tax issues. Linking progressive taxation to financing of concrete public services, in terms of public transport and education, has proven promising. For instance, AA Bangladesh has established a coalition with the teacher's union, providing a model of how to make tax relevant for the general public.
- The various interventions on Tax Justice have not been sufficiently coordinated and interlinked. During 2016, a better connection between the various activities and teams at country level and federation level has been developed mainly through the working group on progressive taxation under the Democratic Governance Delegation. Bringing key AA staff, Advisors, and partners together for the Outcome Harvesting workshop has further strengthened this.
- An internal learning review of the Democratic Governance Delegation pointed to the global interventions on Tax Justice, doing an outstanding job of influencing regional and international policy spaces. Conversely, the same clear focus or results on regional and international advocacy for public services hasn't been realised yet.

5.3 Gender Responsive Public Service (GRPS)

The main results related to GRPS are seen at the country level, where a total of 353,800 people living in poverty got access to improved public services. This section only contains the results related to global interventions, where lifting up the issue of GRPS in international policy space is not as straight forward as on Tax Justice. The main focus has been on facilitation of cross-country knowledge production and learning building of the long-term experience and results at country level, where a priority has been to further strengthened the gender dimension. 11 Advisors have supported activities related to GRPS during 2016. An Advisor contributed to the international curriculum development. Several Advisor placements were terminated in early 2016 due to the Danida budget cuts.

In 2016, the federation-wide cooperation on GRPS, led by AA Nigeria and AADK, took a great leap forward. Firstly, a GRPS framework was developed which highlights our wealth of experience on this issue through years of experience from the country programmes. The GRPS framework was developed with input from different countries and AA units, and thus has a wide ownership in the Federation. Based on the Framework, a course was developed and TCDC delivered the training to AAZambia, AAKenya, AAZimbabwe, and AABangladesh in 2016.

Moreover, the framework was used to analyse the public transport sector in selected cities of Brazil, Nigeria and Bangladesh, resulting in the “Freedom to Move” publication. The publication integrated our approach on making public service gender responsive, our work on tax and women’s rights, and showing how tax forgone could have funded better public transport. The research contributed to bringing together the AAI safer city campaign, the tax programme, and the GRPS activities. These were previously to a large extent running in parallel streams. The report and the integration of women’s issues and tax also provided an opportunity for AA (represented by AAGhana and AADK) to participate in a workshop in Ghana on tax and women, run by the International Centre on Tax and Development. This led to an agreement on further cooperation and joint research. The “Freedom to Move” report was launched at the Women Deliver Conference in Copenhagen, May 2016, and subsequently in a number of countries in November 2016 as a part of the joint “Safe Cities for Women” campaign. The publication was also used during the AA advocacy efforts at the UN Habitat III conference in Ecuador. A major result of this conference is that “the right to the city” is included in the final declaration signed by governments, which is the first time where a UN document explicitly mentions this.

Lessons learned, deviation and challenges:

- It has been an ambition of the GRPS project to engage in regional and international level advocacy activities. However, apart from the “Freedom to Move” publication and the associated processes, it has been hard to pinpoint which international fora and processes to target on GRPS. This will be developed further during 2017.

5.4 Youth

AADK contributed to youth engagement through Advisors and Inspirators, Global Platforms, youth mainstreaming in programmes at country level, support to Activista, as well as through innovative elements such as Beautiful Rising and support to movements. The Advisors and Inspirators have played a key role in connecting the various youth modalities and in mainstreaming youth into programming. The GPs supported engagement of youth in programmes, as well as youth-led policy agendas and spaces. Mainstreaming of youth saw further improvements in 2016, which is reflected in Section 6 (Country Level Results). As acknowledged by the Danida Youth review, AADK has proved to be able to embrace both youth mainstreaming into programmes as well as youth-led activities planned and undertaken by young activists.

Results at federation level

During the past years, AADK has pushed for youth to be high on the agenda in the Federation. To do this, AADK in cooperation with AA Bangladesh and AAI, facilitated the federation level Youth Working Group (YWG) with participation from Country Directors as well as young representatives from Activista and the GPs. The YWG had a mandate to support learning, mainstreaming of youth across programmes and campaigns, and to provide input on the future strategic direction for the Federation. The YWG agreed on the five principles to guide its youth work. The five principles were tested in 2016 in selected youth pilot countries (see more below). AADK played a key role in ensuring that youth were engaged in the strategy process, for example by ensuring youth participation in high-level discussions, presenting cases, and best-practices. As a result of the efforts during the last year, youth became a high priority in the new AA Global Strategy that was agreed upon in 2016.

Global connectedness

The advantages of our status as a global federation consisting of locally rooted country offices is fully shown in relation to advocacy linking local to national and global levels. Based on our local rootedness within communities, we bring in local experience, voices of young people, and participatory research in national and global fora. An example of this is our role in supporting young people's participation in the SDGs, where AA engaged in a coalition with Plan, Restless Development and the British Youth Council. The key role of AA was to provide grounded evidence to national reports on the needs and voices of vulnerable youth. Apart from developing online capacity resources, GP courses, and sharing findings related to youth-driven participatory monitoring of the SDGs, AA played a role in bringing in youths’ voice. Take for example the nomination of 4 young partners to the task team of the coalition. Also, an AA youth representative from Jordan read the civil society statement during the adoption of the SDGs at the United Nations General Assembly in September 2015. AA has also utilised key moments at the: World Bank’s Youth Summit (2015); AU Meetings (2015); OECD (2016); and the World Social Forum (March 2015) to actively advocate for youth-led monitoring of the SDGs. AA is partnering with UN agencies

to facilitate training and join advocacy initiatives on SDG monitoring. All global processes were facilitated by the AADK Advisors.

Beautiful Rising and support to movements

Beautiful Rising is an open online toolbox and cross-learning forum for youth activists. The project has been widely featured in global spaces such as the: World Social Forum in 2015 and 2016; Global Community Foundation gathering in South Africa 2017; Moz Fest – Mozilla Foundations global forum in 2016; and the Beautiful Rising off-line board game was invited for participation in the largest gaming event “Indicade” in 2016. In spring 2016, AADK facilitated a gathering of 10 representatives from global movements. An outcome was that new contacts between activists were established, which continued after the workshop, such as through using Whatsapp. Representatives from the #ThisFlag movement from Zimbabwe participated, which gave them tools and inspiration to continue their campaigns, where they, for example, organised a lock-down of Harare. When Evan Mawarire, one of the key persons in the #ThisFlag movement was detained, the global network which Beautiful Rising is a part of, mobilised pressure for his release. The network and the global mobilising will continue leading up to the Zimbabwean election planned for 2018. The Beautiful Rising toolbox was used to train activists from the New Uganda movement leading up the elections in 2016. This was successful in insisting on a non-violent approach, although unfortunately it didn’t manage to fully bridge the various groups around a joint strategy that could have fostered cooperation after the election.

An example of how the various modalities, such as GP training, P4C and Activista, have been crucial in supporting youth movements and mobilising from below is from the Gambia. Here Activista was a key partner on the GambiaHasDecided movement, putting pressure on the former president of Gambia, Yahya Jammeh to resign and likewise on the campaign Not2young2run, focusing on youth representation in the 2017 election. Since 2009, AADK supported Activista through trainings, placement of an Inspirator, and Activista has systematically organised youth by providing step down trainings and running campaigns, building a critical base that could be mobilised as the case was for the 2016 elections.

Cross-learning and networking, capacities on digital security, and linkages to Human Rights Defenders institutions were highlighted by the movements as priorities. This has informed the activities at the GPs, the activities related to SPS, and provided input for the new AA strategy. An external testing/evaluation of Beautiful Rising concluded that the toolbox was highly relevant for the activists. This is evident by the external interest in the toolbox, where local groups, through their own resources, are translating it into Russian/Ukrainian, Thai, Portuguese, German, Danish and French. AADK has provided translations of the toolbox into Arabic, Spanish and English.

Global Platforms – youth hubs and training centres

The GPs are providing training and are acting as youth-hubs and innovation labs, supporting youth led advocacy. The GPs were highlighted in the Danida review from March 2017 as a promising practice for youth-led activities. The training at the GPs is based on action-learning principles. Therefore campaigns, community actions, mobilising, and step-down training are integrated into the approach. The innovative action-learning approach is appreciated by the participants, where in 2016 the average rating of the training across the platforms was 4.47 out of 5.00. In 2016 the GPs trained 6,023 young people and mobilised 13,130 through youth hub activities. Additionally, 31,656 were indirectly reached through step-down training. Our follow up monitoring shows that between 15% and 80% of participants take actions after the training. This includes mobilisation, campaigns, and community actions etc. The figures vary between the platforms, where the GP in Zambia is the only GP with a low percentage of participants taking actions after the training. The reason behind this could be that it’s a new GP, which might indicate an issue of data collection rather than actual performance. The Outcome Harvesting review of the results in Bangladesh, El Salvador and Kenya shows that even with relatively limited resources, the GPs have contributed to changes at outcome and impact level (see some of the change stories below and in Annex 6, as well as in Annex 7). The examples of the results related to the GPs in this section and in the country sections are illustrative examples, and should not be seen as a complete overview of results.

Survey results with participants 6 months after the training shows that:

Have used my skills:	2014	2015	2016
In my work with local community	59.2%	60%	63.1%
To create better leadership and management of community based organisations	33.9%	33%	29.5%
To design or implement campaign activities	17.8%	15%	21.8%
To empower other people	64.7%	60%	62.7%
To enhance monitoring	34.5%	40%	42.8%
To enhance natural resource management and governance	10.0%	7%	11.4%
To initiate new projects or programmes	30.7%	31%	27.3%
For other activities	2.10%	1%	1.5%

The youth hub activities have included aspects such as debates, out-reach to rural areas, theatre, feminist Friday cafés, publishing of a youth journal, and campaigns etc. Often, the youth hub activities are undertaken by former participants, which both links the training and youth hub activities and provides an opportunity for the training participants to test their new skills by undertaking concrete actions. This also strengthens the role of the GPs not just as a training institution, but as a network and innovation lab for young people.

By the end of 2016 the common GP Facebook page had more than 128,555 likes/followers, which is more than 40 times what it was a year ago. This gives the project large outreach potential and credibility. The GPs increasingly engaged in external partnerships involving both local and international stakeholders. Negotiations to engage in a strategic partnership/co-ownership with Oxfam of the GP Ghana was initiated in 2016 and later finalised in 2017. Agreement with UN Volunteers Programme (UNV) on training delivery was running in 2016. Examples of external funds granted include: The Obelske Familiefond’s support of LGBT activism in Kenya, Uganda and Nigeria; Roskilde Fonden to GP Palestine; and the Global South Support Programme for Civil Society for training in Kenya. Apart from this, all GP’s in different ways interact, cooperate, and have smaller national/regional partnerships with a broad range of international as well as national and local organisations (including UN institutions etc.) in the continued efforts to increase the reach.

The result of the increased focus on outcome level is evident in the documentation as well as in the planning, where best-practices are identified and scaled-up. The Outcome Harvesting review document that the GPs contribute to a variety of social change processes both in formal and informal spheres of society. Outcomes range from individual empowerment to supporting people in claiming their rights, creating networks, and to setting the agenda in the public for changing policies that affect society at a more structural level. Annex 7 shows the outcomes per objective/change level. The contribution of the GPs to the identified outcomes are to provide skills, build knowledge and individual empowerment, as well as initiating, coordinating and supporting networks. The values of the GPs that were confirmed through the Outcome Harvesting process are: a non-hierarchical space; insisting on an agenda driven by youth; challenging stereotypes; promoting inclusion of youth into spheres of decision-making; and providing opportunities for youth after trainings (pool of trainers, youth-hub activities links to networks etc.).

The Outcome Harvesting showed that: the GP in El Salvador has a niche as a “movement builder”; the GP in Bangladesh as a “methodology expert”; and the GP in Kenya as a “youth hub”. Several GPs have innovated and tested flexible, low-cost youth hub models as a way to be present and support aspects e.g. rural youth movements. Further examples of this are described in the Section 6, where for instance GP Bangladesh has developed some best-practices such as a youth hubs outside of Dhaka, where the GP is supporting young people to run a space, providing them training and administrative support, with the space being fully owned and led by the youth themselves. Having a more flexible structure with separate youth hubs and satellite platforms will enable us to reach more marginalised youth, and to react fast and be present in areas with emerging youth movements.

Only Ghana, Palestine and El Salvador have a GP, yet are not partnership countries. The following are examples of results from these countries. All other results from the GPs are described in Section 6.

- The GP in El Salvador was a part of the network ASGOJU, working together to increase the minimum wage. In June 2016, the campaign generated public debates and pressure that led to the implementation of a new wage system that came into effect in January 2017. This increased the minimum wage for many workers, where for example instead of having 11 types of salaries there are now only 2. The participants of the “global change” course at the GP were a part of creating the campaign “*Sumale al minimo*” by leading the campaign direction, organising demonstrations, public debates, creating promotional material (videos, flyers, posters), as well as leading an online campaign. The music activism and video lab trainings contributed with innovative campaign elements using music and videos.
- In March 2017, law makers in El Salvador prohibited all mining for gold and other metals, making the country the first in the world to impose a nationwide ban on metal mining. The key turning point was that in the law case against Pacific Rim/Oceana Gold, ICSID (International Centre for Settlements of Investment Disputes) declared a win for El Salvador, preventing the mining company from extracting gold. The civil society actively supported the law case. The GP was crucial in raising awareness and mobilising support against high-risk mining. This was achieved through actions such as initiating the campaigns “Ni 1 mina +” (Not one more mine) in 2011 and “Stop Cerro Blanco” in 2012, which resulted in the prevention of high-risk mining at a border region between Guatemala and El Salvador. Based on principles of non-violent, creative activism and youth-led change, the GP has worked strategically with the theme of metallic mining. The GP and former participants from training sessions built coalitions, informed and influenced public opinion, coordinated demonstrations and public debates, as well as supported Activista to participate in the national round table discussion against metallic mining, thereby securing youth engagement in spheres of political decision making.
- After training, young women in Accra organised a campaign to reduce teenage pregnancy and child marriage. The campaign involved elements such as door-to-door campaigning, street marches, and flash mobs. This is the first important step in addressing a controversial issue and breaking a taboo.
- GP Ghana has been strong in addressing gender issues, where young men after a training addressed violence against women in the communities of Nassana and Bopuase in the Brong-Ahafo region. Initially the group consisted of 30 and gradually increasing to 80. When the campaign started three cases were reported of women being abused by their husbands. The young male activists engaged directly and the men who use to beat their wives have stopped doing so. Another woman reported abuse by her husband to the police, who were arrested for three days and had to pay a fine to be released. They are currently under court trial for divorce.
- A former participant at a training at the GP in Palestine mobilised a group of friends to do a national campaign to improve the conditions of the National Security Insurance. The National Security Insurance is a social security scheme for people in employment covering issue related to retirement benefits, maternity leave, disability, unemployment and payments to families of deceased workers. The young people outlined 13 concrete points that they thought should be changed to make the current insurance better and more beneficial for the people. The campaign gained big support from communities all over the country and people went to the streets to make their voices heard. In the end, after close collaboration with different organisations and community groups, they met with the relevant people from the government that agreed to accept 12 out of the 13 changes.
- A former participant who received training at the GP in Palestine was frustrated about how Fatah is dominating the political sphere. During the local election in Tulkarem in May 2017, he decided to campaign for independent candidates not affiliated with any political party. Through elements such as social media and street events, he mobilised and engaged people. In the end, the candidates he supported were elected.

Youth pilots

Following the commitment of the Federation to the 5 youth principles in 2015, 2016 was focused on testing the principles in selected pilot countries to provide learning on the value and role of youth engagement. The youth pilots are partly new activities and partly a new learning perspective applied on existing activities. The overall aim of piloting the 5 principles is to inform the AA theory of change and the AA strategy.

AADK supported five countries to engage in youth pilot activities (Bangladesh, Jordan, Liberia, Myanmar and Zambia). Furthermore, the principles were tested in Denmark. The Federation supported an additional nine countries. The Youth Advisor played an important role in this process. The GPs provided training, facilitated

learning, and connected the youth pilot activities with other on-going youth activities. All countries which engaged in the youth pilots have strengthened their youth programming as well as their stand-alone youth initiatives. Furthermore, a result is increased youth representation in boards and other positions in countries such as Denmark, Zambia and Liberia.

The learning related to the 5 guiding principle for the youth pilot countries were:

Principle 1: Reaching out to strategic alliances with progressive youth movements

The pilots have been successful in facilitating broader coalitions as well as reaching smaller organisations and more informal youth groups. In Zambia, Activista became the core of a broader coalition, with 15 chapters all over the country. 20 youth leaders from outside of Dhaka in Bangladesh were trained to build alliances to further mobilise youth in areas without a strong youth engagement. In Liberia, new partnerships were created with a student organisation, a youth Parliament, and a broader youth federation. A key lesson has been that identifying common goals and the benefit of collaboration has contributed to overcoming the competition that can exist between the CSOs.

Principle 2: Activista as a connector and trend spotter

In Zambia, Activista trained other youth groups thus promoting collaboration. A precondition for being a connector is to be a well-organised network before reaching out to others, which has pointed to the need for additional support for Activista in some countries.

Principle 3: Shift in paradigm, a new youth culture in ActionAid

In Zambia and Denmark, youth representatives were elected for the boards. Bangladesh's youth representative at the Executive Board was elected into AAI's Board. Feedback received from the AAI Board suggests that changes in membership have shifted dynamics and relationships in a positive way.

Principle 4: Create space for innovation and alternative thinking

In Zambia, Activista conducted a training for journalism students, where 12 of the participants are now blogging and writing on social media about youth issues. In Liberia, street vendors, sex workers, and other vulnerable youth were invited to co-create a campaign, thus giving them space to think in alternative ways.

Principle 5: Broadcast the innovation youth bring in a creative and bold way.

In Zambia, Activista partnered with Pan-African radio for a weekly youth led radio show, taking up issues such as youth participation in the election.

Activista

The AADK support to Activista in 2016 aimed at strengthening the national level of Activista and connecting the national level work with regional and global events and advocacy. An example is the International Youth Day, which was celebrated in 20 countries. It is premised on mobilising youth, and creating networks and alliances around common issues. Also, a representative from Activista in Zambia was to attend the World Social Forum to join a panel with Naomi Klein to discuss inequality, climate, and youth. Sadly, many youth activists from Africa were denied visas. In May 2016, 27 Activista and AA youth representatives from 20 countries attended a Skillshare on creating impactful youth networks at the GP in Bangladesh. The course provided a forum for Activista and likeminded youth networks to discuss movement building and youth leadership.

Lessons learned, deviations and challenges:

- It has required considerable time and resources to build, develop, and maintain networks with activists and movements, where trusted collaboration with frontline activists is central to success.
- Resources and capacities at the GPs can be a challenge in undertaking systematic high-quality M&E. As a response to this, AADK has tested using Outcome Harvesting as a flexible participatory tool.
- Working with youth-led activities can provide challenges in creating common expectations in terms of outcomes. It cannot be expected that youth-led campaigns in all instances lead to policy changes. An objective in itself could be that youth take ownership over policy agendas important to them.
- The need to balance the AA engagement approach with governments with the more risk-taking collaboration with political activists and social movements, can be challenging and needs continuous assessment in terms of contextual, programmatic, and institutional risk.

- Linking local Activista networks to the national Activista network has been a success in connecting locally rooted youth with broader networks, alliances, and coalitions.
- The cross-country learning as a part of the youth pilots could have been stronger if fewer countries were engaged, thus enabling a more hands-on approach.
- The youth hub activities at the GPs is a good platform for former participants to use their knowledge.
- There is a risk that young people are more formally engaged but are not fully given a role and a voice. As AA, even the highest management level and in the strategy, have prioritised youth gives a possibility for creating an organisational culture where youth are truly engaged on equal terms and not just as beneficiaries at the programme level.

6. Country Level Results

The starting point for our interventions is the local communities and most cases illustrate our local rootedness, where the issues raised are then, through coalition building and networks, lifted to district and national level. Some of the cases reported can at first seem insignificant, in terms of the concrete number of people getting access to improved public service delivery. However, it's important to keep in mind that all of these examples illustrate peoples' participation and community mobilisation, and that local community members sometimes for the first time raise their voices in demanding accountability and access to public services. Thus, the concrete examples of access to improved service delivery all entail essential democratic processes leading to the actual improvement in public services, where these democratic processes entail a long-term perspective of creating more democratic societies in which authorities and communities mutually engage. Furthermore, the GRPS framework developed in 2016, points to the transformative potential, especially for youth and women, that access to public services can have in creating more equal societies, and countering social and economic inequalities. As an example: easier access to water can free-up time for income generating activities; access to quality education is essential for young people's future perspective; and access to proper health is a fundamental right and a precondition for all other engagement in society. With AA being present in many local communities, the individual cases add up to a large number. Furthermore, being a federation provides a platform for sharing of models and best-practices for scaling-up, which is for example facilitated under the Democratic Governance Delegation.

The low, medium, and high assessment of the country performance is based on self-assessment made by the countries and AADK, based on performance for each of the thematic areas. For GRPS, the assessment is measured against targets and performance related to the key indicator on the number of people getting access to improved public services.

Uganda

Context and risks

2016 was election year in Uganda, which caused some uncertainty and violence. Museveni was re-elected, claiming more than 60% of the votes. However, the opposition candidates argued that the elections were marred by irregularities and a climate of voter intimidation. Elections at the lowest levels were cancelled, officially due to lack of funds, but probably more because the ruling party was unsure of whether it would remain dominant. The lack of an elected local leadership has meant that there is no formal structure to engage with. In general, social cohesion is weakening and tensions seem to be increasing in many parts of the country. In November 2016, the standoff between the government and the Rwenzururu Kingdom in Kasese led to the murder of civilians, and arrests and detention. The economy remains fragile. While the government estimated the unemployment rate to stand at 9.4%, a survey done by AA Uganda puts the unemployment rate at as high as 61.6%. It is estimated that Uganda loses over \$243m (USD), at least 3% of the GDP, annually due to corruption. The influx of South Sudanese refugees into the Northern part of the country, has made Uganda the third biggest receiver of refugees globally.

Overall results – Uganda

AADK programme support in 2016	3,600,090 DKK. The AADK contribution is 31% of the total expenditures in 2016 for the governance programme.
Programme objective	The programme objective is: to ensure that 267,000 (107,000 male and 160,000 female) people access & utilize quality and gender responsive public services from local and central governments by 2017. Target for 2016: 180,000
Result of AADK contribution	A total of 148,100 people benefitted from improved service delivery and 7,248 people were reached
Level of achievement	Medium/High. 2016 was election year with shrinking political space consequently. The number of people experiencing improved service delivery is a bit below the target. The anti-corruption campaigns were successful in creating concrete results as well as high awareness among the citizens on corruption issues. Also, the work on tax has seen significant results.

Through training, mobilising, and campaigning, communities were supported to demand transparent and accountable authorities. As a result of this, more than 150,000 people living in poverty got access to improved public services. An example of improved public services includes the renovation of the district referral hospital in Iganga District, which benefitted 46,000 patients out of an annual 695,560 patients. Likewise, in Namiganda, especially women were empowered to raise their voice towards the health unit management committee regarding the treatment of the placentas, which entails a lot of cultural beliefs. As a result, the health centre built a placenta pit, which has led to an increased number of women attending maternal health services. After pressure from communities, the district authorities in Mayuge acted against corruption in the health sector, leading to improved availability of drugs, which resulted in a decrease of malaria and diarrhoea. This benefitted 35,400 people.

Participation and mobilisation of community members related to the budgetary processes led to increased ownership and created a platform for marginalised communities to raise their voice. Due to the partner ACCOB and the engagement of community monitors, the budget allocation for health in Iganga District has increased from \$1,657,000 (USD) in FY2015/16 to \$1,912,000 (USD) in FY 2016/17. Also, the education budget allocations increased from \$6,583,000 (USD) in FY 2015/16 to \$8,280,000 (USD) in FY 2016/17.

AA Uganda is an important player in the fight against corruption. In 2016, 180 CSO's attended a joint meeting held by the Uganda Revenue Authorities and the AA led Anti-Corruption Coalition Uganda (ACCU). Especially youth were targeted during the anti-corruption week using social media, where the Facebook website of ACCU received 96,032 likes, and the social media subscribers increased by 5%. ACCU ran sponsor board on the national TV (NTV) focusing on corruption and service delivery gaps, as well as corruption in the judicial system. More corruption cases are being reported and there are examples of the government taking action after pressure from civil society, media, and citizens. An example of this is the arrest in early 2017 of Herbert Kabafunzaki, the State Minister for Labour, Employment and Industrial Relations, for allegedly soliciting a bribe. Based on training and monitoring, community groups had interface meetings with key duty bearers, demanding the authorities to act against corruption. This led to the reporting of 30 corruption cases. For example, in Dokolo the community demanded the authorities to act on the Amwoma Health Centre II for taking illegal fees from patients.

Land conflicts between communities and ethnic groupings are a major issue in the Northern Uganda. The highlight is the Amuru/Adjumani standoff between the Acholi and Madi, which led to a group of women protesting by stripping naked in 2015, as a way of protecting their land. The women have not yet formally got the ownership of the land, but they managed to put the land grabbing and evictions on hold. The AA Uganda partner organisation, Solidarity Uganda, has been supporting the communities in using non-violent campaigning tools, and their experience has been shared through Beautiful Rising.

Tax

AA Uganda and the partner SEATINI held a workshop with the participation of civil society organisations, Ministry of Finance, Planning and Economic Development unit, private sector, and university students, to discuss DTT and their impact on domestic revenue mobilisation. This led to an agreement to analyse the Uganda-Netherlands Double taxation agreement, where SEATINI will provide policy input to the government. In 2016, AA Uganda, partners, citizens, and media, campaigned against the members of Parliament's move to exempt themselves from paying tax on their allowances, despite the fact that everybody else is taxed on allowances. 4.3 million

signed the petition, which was handed over to the Prime Minister. This is an example of increased civic engagement on tax issues, and thus an achievement in it-self, despite the fact that the Parliament passed the bill. SEATINI and AA Uganda conducted investigative research on tax avoidance and evasion by multi-national corporates. The preliminary findings revealed that Uganda continues to lose billions through illicit financial flows. Between 2002 and 2011, up to \$8.39 billion flowed illegally out of Uganda, roughly estimated to be around 12.7% of the total government revenue. The 10 CSOs in the National Tax Coalition, supported by AA, developed and presented a CSO position paper to the Finance Committee in Parliament and the director of Economic Affairs on taxation for the national 2016/2017 budget. Two CSO recommendations were adopted: to exempt agricultural processing machinery from VAT; and measures to limit companies from carrying forward their losses to avoid paying tax.

Youth

In Uganda, youth have, through the last years, successfully been mainstreamed into programming. An Advisor and Inspirators contributed to this, such as by supporting Activista, promoting cross district networking, and establishing youth parliaments. The results of this was documented in a P4C impact assessment carried out in 2015. The local governments are using Activista as a consultation structure. Examples of the strengthened youth work include from the Kumi area, where Activista increased from 50 members to more than 500. Likewise, in Amuru, Activista were trained on using accountability tools and as a result discovered fraud, where the local authorities subsequently took action. In the Pader area, the Advisor supported a petition regarding \$470,000 (USD) in missing funds. This reached the President and subsequently the responsible accountant was removed. Furthermore, in Kapchorwa, the Inspirator mentored several youth groups, empowering them to raise their voice on issues such as Sexual and Reproductive Health and Rights.

Lessons learned, deviations and challenges:

- The decrease of the Danida funds in 2016 especially influenced the funding to partners and activities at local level, where the number of people trained, and involved in campaigns and discussions with authorities, is also much lower than previous years. The number of people getting access to improved public services in 2016 is 23% lower compared to 2015. However, the number of people that are reported to experience improved service delivery is mainly from local level activities, thus the full implications of significantly decreasing the funding to local level is not fully seen yet.

Kenya

Context and risks

The election planned for the 8th of August 2017 has been a major risk factor, both in terms of potential disturbance during the election campaign (2016 – 2017) and in terms of violence after the 2017 election. The election and the associated risks have been addressed by AA Kenya and partners by focusing on the women’s rights agenda, thus crossing the ethnical lines that formed the basis of the 2007 post-election violence. In relation to this, AA Kenya and partners have been heavily engaged in promoting the implementation of the two-thirds gender rule from the Constitution, stipulating that no more than two-thirds of the members of elective public bodies shall be of the same gender. Throughout 2016, AA Kenya and partners have been engaged in discussions on legislation that can further the actual implementation of the provision, although new legislation on the provision has not yet been passed. However, it is hoped that the after the 2017 election, elective bodies have an improved share of women.

Overall results – Kenya

AADK programme support in 2016	1,544,977 DKK. The AADK contribution is 43 % of the total expenditures in 2016 for the governance programme.
Programme objective	By 2018, AAIK will have secured improvement in the quality and gender responsiveness of public services for 200,000 people living in poverty and exclusion in the targeted nine counties. Target for 2016: 17,000
Result of AADK contribution	A total of 29,200 people benefitted from improved service delivery and 13,000 people were reached
Level of achievement	Medium/High. One of the main priorities of AA Kenya and partners were electoral accountability and women’s participation, which saw important achievements. The number of people getting access to improved public services is above target. Furthermore, the youth engagement showed good results.

In 2015, the AA Local Rights programmes were restructured, giving local partners a stronger role, such as through establishing civil society platforms. This contributed to the results created in 2016 in terms of increased citizens' participation, accountability, and access to improved public services. Examples of the role that civil society and community engagement plays at local level include in Baringo, where the findings of the social audit report indicate that the county government has constructed more than 300 pre-school classrooms across all the 30 wards in the county. However, more than 50% of the classrooms are either incomplete or unequipped. As a result of ongoing advocacy and citizens' mobilisation, the county government has allocated more financial resources to complete and equip the classrooms. The civil society platform in Baringo also presented a memo to the county government on the budget priority areas for the year 2016/17. As a result of the advocacy efforts, the county budget included issues such as increased allocation to education and health sectors, hereunder a prioritisation of human resource and equipment, as opposed to construction of buildings. The improvements in the health sector benefitted 23,000 people. The civil society platform also raised issues of accountability and access to information, and pointed to the failure of the authorities to disseminate the implementation reports as required by law. In Mombasa and Taveta counties, advocacy led to increased availability of drugs at the public hospitals and health clinics. This was due to audits done by the partner Sauti Ya Wanawake and community auditors. In the Likoni sub-county in Mombassa county, a community score card process led to improvements of the health facilities in terms of access to drugs, proper water and sanitation facilities, and the instalment of stable power supply and security fencing are in process. An important outcome is the process itself, which empowered and mobilised the community, and through engagement and interface meetings with authorities, a good and transparent working relationship has been created, paving the way for further improvements. In Baringo, a 25% increase in the number of people turning up in the budget hearing process at the ward level has been documented.

Women were trained and empowered to participate in the 2017 election. An example is that 93 women were trained on leadership, where afterwards 50 joined political parties and some ran for office as independent candidates (see case in Annex 6). The full results of this in terms of actual representation will be seen after the election, and thus reported in 2017.

Tax

In 2016, AA in cooperation with the Tax Justice Network Africa launched the report "Still Racing Towards the Bottom: Corporate tax incentives in East Africa"¹. The amount of revenue lost in Kenya is unclear since the tax incentive regime remains un-transparent, but it is likely to be near \$1.1 billion (USD) a year. The research was used to create awareness on what the lost revenue could have done in terms of public services. An example of increased public mobilisation related to taxation is from Migori county, where Activista mobilised citizens to withhold payment of levies until the county government provided public services including sanitation.

Youth

There is a GP in Nairobi and one in Mt. Kenya, where the GP in Mt Kenya is more focused on youth hub activities and also has a lot of Global Contact participants. The cases below are examples of results related to Activista and results of participants taking actions after being part of a training at the GPs. In Annex 7 is an overview of the outcomes identified through the Outcome Harvesting process. In late 2015, Kurawa Salt Company stopped evictions of people in Marereni, a village in Malindi, Kilifi county, and compensated affected families. The online campaign (#LandNotSalt) that was leading to the outcome was started by an Activista member after a training at the GP. A support group at the GP backed up the campaign by providing networking and idea generation. A combination of awareness raising and advocacy activities with off and online mobilisation showed success. In 2015, a campaign on access to water was started based on a training at GP Mt. Kenya. In 2016, this was followed up by interface meetings involving lawyers, government representatives, and community members. A petition was carried out and was followed up by an awareness raising campaign in Nanyuki under the hashtag #forgottenmajority, which went viral. As a result the local authorities have standardised the payment of water, and are publishing information on water payment as well as ensuring transparent regulations of water usage and access. After a training at the GP in Nairobi, young women from marginalised areas decided to run for political positions in the 2017 election. Monthly cafes were held at the GP to discuss women's participation in elections,

¹ <http://www.actionaid.org/publications/still-racing-toward-bottom-corporate-tax-incentives-east-africa>

which was effective in building linkages between youth living in marginalised areas and those from more socially privileged areas.

Lessons learned, deviations and challenges:

- A key learning is that electoral accountability takes time to develop and is not necessarily progressing in a linear way. A major aim of AA Kenya is moving away from ethnical based voting patterns in Kenya, towards giving one’s vote to the political project of a candidate vying for office and subsequently holding the candidate accountable for his/her promises. As such, an important lesson learned is that such accountability must be built from the grassroot level. That is why AA Kenya has continuously, since 2010, engaged in developing the capacity of local women to engage actively in politics both as political candidates and as voters.

Tanzania

Context and risks

Despite some improvements in access to public services, such as the government’s recent commitment for free education, inefficiency in the existing service, low budget allocation and mismanagement of resources are still the reality in many areas. The social sectors are also characterised by poor administrative capacity, a lack of accountability and transparency, and a shortage of personnel and lack of skills. Moreover, citizen’s participation in planning and budgeting processes is generally low. A key challenge is financing for public services, where Tanzania is dependent on development aid. This points to a need for increasing of domestic revenue collection, where AA Tanzania has experienced an opening from the government to discuss progressive taxation.

Overall results – Tanzania

AADK programme support in 2016	2,234,961 DKK. The AADK contribution is 41% of the total expenditures in 2016 for the governance programme.
Programme objective	Improved access to quality, equity and gender responsiveness of the public services in the education, and health sectors for 500.000 people living in poverty by 2018. Target for 2016: 50,000
Result of AADK contribution	A total of 9,100 people benefitted from improved service delivery and 10,237 people were reached
Level of achievement	Medium/High. The direct number of people that can be documented to have benefitted from improved service delivery is low even when taking into consideration that the target is for the whole governance programme, to which the AADK contributes with 41%. However, on tax justice are significant wins resulting in increased revenue collection.

A major result is the increased public allocation for education, following the government’s commitment to free education. In the annual 2016/17 budget, 22.1% was allocated to finance free basic education (primary and secondary school). This is much higher compared to 2015/16. Since the launch of the Tax Power Campaign in 2013, AA Tanzania and partners have focused on progressive taxation for financing of free education. For example, through the Tax Justice Coalition engaging with parties such as the Ministry of Finance in advocating for an increased allocation for education. Following the decree on free public education, more funds are allocated to the local authorities. AA Tanzania and partners are monitoring this through the technical Budget Working Group under the Policy Forum, which is a civil society platform for engagement with authorities.

The local governments have taken steps to include community members in planning and budgeting processes in the seven local areas (Mbeya, Mbozi, Tandahimba, Chamwino, Bagamoyo/Chalinze, Unguja North and Pemba North). Some examples are from Chamwino and Tandahimba districts, where the partner TYVA has created a platform where local authorities and councillors meet every two months with communities to discuss education and health, based on social audits done by community members. In Tandahimba, communities raised problems of shortage of drugs in the Health Centres. The authorities responded and ensured better availability of drugs, which benefitted around 3,400 people. In Mbeya, farmers, through the support of the partner SHIVIWAKA, have demanded improvement in the agricultural sector. As a result, the farmers got agriculture services, which increases their income and livelihood. Also, the partner SHIVIWAKA and an Inspirator trained committees on social accountability, budget tracking, and policy engagement. As a result, a committee took up the issue of incomplete reconstruction of a community centre with the authorities, who subsequently completed the work as just one of many examples. AA Tanzania carried out a study on revenue collection and financing of public service in Unguja (part of the Zanzibar area). The office of the Vice President was represented during the

presentation of the study and confirmed that steps are being taken to ensure devolution and increased accountability. Zanzibar has especially experienced slow implementation of devolution, therefore AA Tanzania decided to push for this as a way to prevent conflict due to a lack of transparency.

Tax

The results of the law enacted in 2015 on VAT for foreign companies, stating that every application for exemption of tax should be approved by the Parliament and not the President as was previously the case, was fully seen in 2016. This has so far resulted in 56% of the total foreign investment no longer being exempted from VAT. The Ministry of Finance now publishes all multinational companies that receive any form of tax incentive/exemption on their website. The tax revenue collection has afterwards doubled related to VAT paid by multi-national corporates. The report "Still Racing to the Bottom: Tax competition in East Africa" by AA and Tax Justice Network Africa provided evidence and recommendations that were presented to the government. This was followed by advocacy undertaken by the National Civil Society Tax Coalition, facilitated by AA Tanzania. More than 150 participants from CSOs and MPs attended the launch of the report. Furthermore, journalists were trained on tax justice, leading to increased reporting on the issue. As a result, the Tanzania Tax Justice Coalition were invited to attend budget planning meetings, as well as consultative and advisory meetings with the Ministry of Finance. As a result of a local level engagement on taxation, the Marine Park in Mafia District was ordered to pay \$41,000 (USD) in tax as a result of documentation and advocacy carried out by AA Tanzania and partners.

AA Tanzania together with TEN/MET (Tanzania Education Network) undertook a study on how best to include tax education in primary and secondary school curriculums. The reason being that this would serve as an important step in building the general knowledge of young people on the need for taxation for financing of public services such as education. The study was shared with the Teachers' Trade Union, other CSOs and the Tanzania Institute of Education which is a department under the Ministry of Education responsible for curriculum development, where also recommendations and follow-up will be discussed.

The Advisor played a key role in following up on trainings undertaken in 2015, such as by facilitating more community engagement in discussions on taxation. Furthermore, the Advisor provided capacity development and support to the Tanzania Tax Justice Coalition. On the international level, the Advisor plays a central role in supporting the international Tax Justice activities, for example, by providing input on research and advocacy strategies.

Youth

Since 2012, AA Tanzania has mainstreamed youth participation into the governance programme. As a result of youth-led advocacy, the draft constitution includes a clause on the forming of a National Youth Council. Youth participation in village assemblies created a platform for scaling up, and in 2014, Tanzania Youth Vision Action and Activista reached over 1,500,000 on the constitution process. An Advisor and an Inspirator supported the youth groups, and youth were trained at TCDC. In June 2016, the relatively newly elected President announced that his government will ensure that the constitutional referendum is accomplished.

The Prime Minister issued a decree that 5% of local tax revenues should be allocated for youth economic development each year. The youth parliaments have a central role in the decision-making process on which youth economic development projects to be funded. To date, 10 youth parliaments are formally registered with the district authority. An example of youth economic development activities that received government funds is a youth group in Kiteto, who invested in a brick making machine. AA Tanzania and partners carried out training of the youth parliaments and youth groups, where a joint campaign was carried out (interface meetings with authorities and public gatherings) to push for the implementation of the 5% allocation of the local tax revenues to youth economic development.

Lessons learned, deviations and challenges:

- Following the assessment made in 2015, revealing that the HRBA approach has not been fully integrated by all partners, the focus in 2016 was on simplifying the accountability and M&E tools, and providing capacity support to the partners.

Zambia

Context and risks

In 2016, Zambia saw shrinking civic and political space following the 2016 General Election, which was characterised by irregularities, targeted threats and attacks on political opponents, CSOs, human rights defenders and media, and a general very low voter turn-out. Given the opposition's refusal to accept the election result, the political settlement remains tense. However, the upcoming revision of the Zambian Constitution represents an opportunity for enhancing public participation and youth engagement in political processes, where the role of the CSOs in the process of revising the Constitution to some extent has been accepted by the Government. The further decentralisation has been stalled for more than 12 months despite the seeming commitment from authorities.

Overall results – Zambia

AADK programme support in 2016	2,814,216 DKK. The AADK contribution is 60% of the total expenditures in 2016 for the governance programme.
Programme objective	One million people in Zambia living in poverty, particularly women, have improved access to basic public social services such as education, health, agriculture, water and sanitation as a result of enhanced Government revenue through effective tax policies, transparency and accountability. Target for 2016: 64,000
Result of AADK contribution	A total of 28,700 people benefitted from improved service delivery and 4,790 people were reached
Level of achievement	Medium/High. On tax and participation/deepening democracy AA Zambia is well positioned and are included in high level policy discussions often having a coordinating role leading to high level results. This outweighs the somehow low performance on GRPS. Also, related to Youth there are important achievements in 2016 e.g. in terms of a much stronger Activista network.

Through the Zambia Tax Platform, AA and partners proposed budgetary allocations of 10% towards health and 20% towards education. The 2017 budget percentage remains low at 16.5%, however the amount allocated is the highest compared to the past three years. A key result of AA Zambia and other stakeholders' continued advocacy towards increased public services, is that the government in the 2017 budget made a provision to provide free sanitary towels for girls in rural and peri-urban areas. This will enhance school retention and attendance of girls. The implementation of this will be followed closely by AA Zambia and partners.

An example of the results at local level is that AA Zambia and partners trained 296 community members on water and sanitation policy. Subsequently, a scorecard process was carried out in 24 villages and finally the civil society platform was supported to carry out a campaign by, for example, using radio programmes. This led to the water utility company in Mpika increasing hours of water availability from 1 to 5 hours. The reduction in time spent to access water is leading to reduced school absenteeism of girls, and likewise women have more time for income generating activities. Also, increased hygiene and a reduction in waterborne diseases have been observed. This benefitted 15,000 community members.

AA Zambia facilitated and engaged in civil society coalitions for joint advocacy, hereunder participating in the governmental District Development Coordinating Committee (DDCC) and the Provincial Development Coordinating Committee (PDDC), thus linking local level needs and evidence, to district and provincial level. In Nakonde District, CSOs, through the DDCC, pushed for accountable processes. As a result, the District Education Board are now obliging schools to publicise budgets and expenditure on public notice boards. This will allow citizens to monitor the budget. The partner NDMA facilitated interface meetings between the community members, the ward development committees, and the aspiring ward councillor candidates. As a result, social contracts were signed by the aspiring candidates, committing to improve service delivery once elected into public office, thus allowing citizens to hold candidates accountable when elected.

AA Zambia and four CSOs submitted a position paper and held interface meetings with the Minister of Finance to present their request for enhanced participation in the budgeting and planning processes. As a result, a new chapter on transparency and accountability was opened for the first time in the history of Zambia. This provides a forum for structured policy dialogue with the government, thus allowing for CSOs to influence policy dialogue at the highest level.

Tax

The Zambia Tax Platform is an important platform for CSO engagement on Tax Justice issues. The tax Advisor has provided capacity development of the Platform. A result has been growing interest and engagement of key members, voicing support for initiatives, and applauding a general strengthening of the Platform. New strategic members applied to be a part of the Zambia Tax Platform, including high-profiled think tanks that advise the government. The work of the Platform was acknowledged by the World Bank Zambia in its December 2016 economic brief. This pointed to the important role that the Platform plays in engaging the public and CSOs in discussions on tax. As a result of advocacy undertaken by the Zambia Tax Platform, the Zambian government has adopted a sliding Mineral Royalty Tax, ensuring then collection of tax revenue even if the price of copper is low. AA Zambia participated in the 5th Zambia Alternative Mining Indaba (ZAMI), gathering the government, investors, and CSOs. AA Zambia was a part of drafting the final declaration, ensuring that key progressive tax asks were included.

AA Zambia used the election to push for progressive taxation as a key political issue to be addressed. For example, a brochure containing progressive tax justice asks was distributed and discussed with politicians and political advisors of the various parties. One of the political parties included taxation in their political programme. In 2016, the Zambian Presidential candidates from different political parties addressed tax in their political programmes and campaigns. In addition, the newly elected President in his first speech to the Parliament stated that increasing domestic revenue will be a key focus.

AA Zambia, in cooperation with Oxfam, Civil Society of Poverty Reduction (CSPR), Jesuit Centre for Theological Reflection (JCTR), and Consumer Unit and Trust Society (CUTS), held a series of meetings in autumn 2016 with the newly appointed Minister of Finance, Permanent Secretary Ministry of Finance, and the Budget Office to discuss tax measures for the 2017 budget. The following suggestions were adopted by the government: Enhancing powers of the Zambia Revenue Authorities (ZRA) to cooperate with other government agencies in order to remit payment of goods and services in compensation for lack of tax payments; and to appoint government agencies to serve as tax agents. A meeting was held with the Ministry of Finance and the ZRA to present and discuss the AA "Mistreated" report. The report showed that Zambia has 14 restrictive tax treaties that limit the ability to collect sufficient tax revenue. As a result, the Ministry of Finance has started to analyse all tax treaties Zambia has with other countries in order to identify which ones should be renegotiated. Furthermore, the Ministry of Finance proposed that CSO's should be involved in the tax treaty formulation process, where AA Zambia was given a coordinating role. AA Zambia carried out a training on tax treaties involving government officials and the ZRA. Also AA Zambia made a presentation on Double Taxation Agreements (DTAs) at the Members of Parliament (MP's) forum, showing some of the weaknesses in Zambia's tax treaties, and providing recommendations on the adoption of progressive tax clauses. As a result of the meeting, AA Zambia has been nominated to be a part of the reference team that will be consulted by the Ministry of Finance once they begin to review some of the outdated tax agreements. Zambia Tax Platform, in collaboration with the ZRA, conducted training for journalists on illicit financial flows. There has been enhanced media coverage of tax issues, where an example is the Daily Nation Newspaper taking up taxation. Research done by AA Zambia on "Enhancing Tax Revenue Collection, Compliance and Administration" led to the National Road Fund Agency (NRFA) requiring all contractors and consultants to regulate their tax position with the ZRA before paying the contractors. In November 2016, The AU Permanent Representatives Committee (PRC) invited the country director of AA Zambia to present measures that African governments should adopt to combat illicit financial flows

Youth

Through the youth pilot, AA Zambia has generally strengthened its youth programme. An Inspirator supported AA Zambia in developing a youth strategy and supported a better outreach of Activista. There was increased youth engagement in planning and implementation of not only Activista activities, but also in other programmes of AA Zambia. Activista has developed a proper leadership structure, and members take up leadership in other civil society platforms. Activista is now present in 15 local areas. Before the youth pilot, there were no Activista chapters at local level. Examples of the role of Activista include in Nakonde, where Activista identified that there had not been youth representation in local council, hence no planning had youth issues included. Activista engaged political parties to recruit young people as candidates, taking advantage of the election. Three young people were elected as substantive councillors and, in addition, the local Activista chair was nominated by the

elected three councillors to sit on the district’s highest planning board, the DDCC. Seven youth from various parties were trained by AA Zambia on youth sensitive public budgeting, decentralisation, and GRPS. The Activista network in Munalali held an interface meeting with duty bearers to discuss participation in the Ward Development Committees, hereunder participation in budget and planning processes, and monitoring of service delivery. As a result, participation of young people in development processes increased. In 2016, Activista increasingly mobilised youth to engage in tax issues. An example is that students of the Zambia Institute of Mass Communication (ZAMCOM) are obliged as a part of their assignments to write about the impact of tax injustice on the economy.

Lessons learned, deviations and challenges:

- The election pointed to the weak constitution and the fragile democracy. AA Zambia and partners’ continued to strategically engaged at both local and national level. AA Zambia is highly profiled on areas such as tax, and despite the fragile political situation, AA Zambia and partners in the National Tax Coalition continued to be invited for policy dialogues.

Mozambique

Context and risks

The government of Mozambique is increasingly limiting the space for the opposition parties, civil society, and citizens. Corruption is widespread, with Mozambique ranked 142nd out of 176 countries in the 2016 Transparency International Index. In 2016, the political, social, and economic situation worsened due to a constrained national budget. Also, salaries for public servants were delayed. Corruption and the economic crisis are hampering public service delivery, particularly affecting marginalised groups. The escalation of the conflict between the two major political parties is still eminent, even long after the 2014 general election. Civil attacks were noticed in the Tete province and have also reached the Zambézia, Sofala, Inhambane and Gaza provinces. AA Mozambique is monitoring the risk and have taken steps related to risk mitigation. These include avoiding marches, large meetings, and concentrating the advocacy actions on reflection workshops, position papers, and petitions.

Overall results - Mozambique

AADK programme support in 2016	4,219,349 DKK. The AADK contribution is 64% of the total expenditures in 2016 for the governance programme.
Programme objective	By 2017, 834,751 people living in poverty in at least 13 districts have improved access to quality, equitable and gender responsive public services through their active participation in decision making processes and forums demanding accountability and transparency Target for 2016: 100,000.
Result of AADK contribution	A total of 68,000 people benefitted from improved service delivery and 18,243 people were reached
Level of achievement	High. The number of people benefitting from improved public services is on target with AADK contributing with 64% to the governance programme. AA Mozambique is a highly credible partner for government at local and national level on tax and anti-corruption based on a rooted presence with communities.

AA Mozambique, partners, and the civil society district platforms, have built substantial experience related to monitoring, accountability, research, and campaigns, thus enabling them to hold the government accountable. Especially, the increased use of media and petitions, done from local to national levels, have proven successful. The Finance and Economy Ministry inviting AA Mozambique in for consultation, the signature of Memorandum of Understanding with Ministries, and the continuous engagement with the Budget Commission within the Parliament, all point to the role of AA Mozambique as a credible and influential civil society partner.

An example of how the accountability work is undertaken at local level is from the province of Cabo Delgado, where complaint boxes led to the revealing of misuse and illegal sale of medicines, illicit charges of patients, and lack of medicines in public pharmacies. District government, technical leaders, and members of the community jointly took part in assessing the complaints. The partner CCM raised the issues with the Provincial Health Coordinating Council and shared the reports with parties such as the District Director of Health, district government, the Provincial Directorate of Health, and the Provincial Secretariat. This resulted in the authorities declaring zero tolerance for corruption, illegal sale of drugs, and illicit charges of patients. Since 2014, CCM has been implementing complaint boxes in the Province of Cabo Delgado in the districts of Metuge, Montepuez and Mocímboa da Praia. An example of linking local advocacy to national level is that CCM was invited to present the

findings of the complaint boxes at the Provincial Health Coordinating Council. Likewise, CCM was also invited to participate in ongoing provincial meetings on the management of medicines, with the task to monitor the drugs distribution and illicit practices. Furthermore, CCM were invited to participate in the drafting of the national strategy on fighting corruption.

Another example is the partner UDEBA, who in cooperation with school councils in the Bilene District, trained members of school councils on budget monitoring and score card. UDEBA meet monthly with members of school councils and held hearings with the provincial government, where the results of monitoring and score card processes were presented. As a result, four classrooms were built in Tsoveca and two classrooms in Mahungo, benefitting approximately 1,000 pupils. In Mocimboa da Praia, the maternity wards were rehabilitated as a result of pressure from communities and the AA partners ASSOCAP and ADBG. An Inspirator trained youth and women in budget monitoring, networking, and advocacy, where the monitoring tools are also used to support the civil society district platforms related to their engagement with authorities.

Tax

In 2016, AA Mozambique and the civil society Transparency and Tax Justice Coalition launched a study on the impact of DTT, which was then presented to the Tax Authority, Ministry of Finance, Planning and Budget Committee, and the broader civil society. The Parliament asked AA Mozambique and the Coalitions to submit a policy brief with recommendations. As a result, the Parliament has stopped signing new agreements on DTTs. AA Mozambique made a presentation on progressive taxation for financing of public services for the Ministry of Education, Germany Embassy, the Planning and Budget Committee, Members of Parliament, and Civil Society organisations. Also, the Planning and Budget Committee of the Parliament invited the Tax Coalition to discuss financing of education through progressive taxation. Furthermore, the Parliament invited AA Mozambique to discuss the policy's ask of taxing of multinational companies, which 22,081 people signed in 2015.

After advocacy by the Transparency and Tax Justice Coalition, the Tax Authorities introduced guidelines for corporates to seal alcoholic beverages and tobacco products leaving the country, as it had revenue implications to South Africa, Swaziland, Malawi and Zimbabwe. In 2016, training of journalists and the journalist award for media pieces on taxation resulted in the media coverage of taxation increasing. For example, there is more investigative journalism on tax being conducted. The media has shown to be a powerful tool in engaging the broader public and establishing pressure on the political level.

The Advisor trained 75 members of the civil society platforms in Maputo, Gaza, Inhambane, and Cabo Delgado. As a part of the training, they elaborated and implemented a matrix to monitor local taxes for financing of public services. The monitoring of tax revenues at local level has not yet resulted in larger changes in terms of policies or budget allocations, but it has been essential in building awareness in the communities in regards to demanding transparency in revenue collection and public spending. Furthermore, it has created a platform and entry point for discussion with the district government in e.g. Jangamo on local level taxation and service delivery, where the district government regularly invites the CSO platform for dialogue meetings on taxation. The matrix to monitor local taxes was shared with other AA countries as a part of the Democratic Governance Delegation. The Advisor developed a tailor-made toolkit for Tax Justice activities, hereunder research which created confidence and ownership, enabling AA staff and partners to engage with and challenge the Parliament, Tax Authority, and Minister of Finance on this matter.

Youth

There is no GP in Mozambique, but AA Mozambique is closely engaged in the GP in Zambia, where young people from Activista went for training in 2016. AA Mozambique has mainstreamed youth into the governance activities, where for example, on tax justice, young community volunteers and Activista are increasingly engaging and mobilising communities to demand tax justice.

Lessons learned, deviations and challenges:

- Despite the budget cuts, AA Mozambique decided to maintain the budget allocated to the partners also at local level. Allocation for direct implementation and crosscutting activities were reduced. This allowed AA Mozambique and partners to continue to gather quality documentation at local level to pressure the government.

- The Memorandum of Understanding signed with government ministries enhanced the access to information and opened a floor for fundraising, with donors who channelled funds through the government.

Bangladesh

Context and risks

The relationship between state and civil society is contentious, and the space for engagement is narrowing. This is even more problematic as the civil society is fragmented across different political party lines. There are legal instruments and legislation that favour citizens' engagement, mostly at the local level, however the planning and budgeting process remains highly centralised with little room for participation. The strategy of AA Bangladesh and partners is to harness this potential at the local level, linking it to national level advocacy. The local level elections in 2016 led to violence and instability in some areas. Building relationships with the new political leaders took time for AA Bangladesh and partners, and led to delay in some of the activities.

Overall results – Bangladesh

AADK programme support in 2016	1,770,629 DKK. The AADK contribution is 53% of the total expenditures in 2016 for the governance programme.
Programme objective	By 2018, 124,960 Bangladeshi people living in poverty get access to gender and climate responsive public services by holding government accountable through an enhanced revenue and decentralized budgetary framework Target for 2016: 25,000
Result of AADK contribution	A total of 44,900 people benefitted from improved service delivery and 42,791 people were reached
Level of achievement	High. Especially on youth has been good achievement with a close integration of the programme and GP activities.

19 local governments (Union Parishads) took steps to increase accountability by, for instance, engagement of communities in ward level planning (Ward Shobas), in budget discussions, in discussions on progressive taxation, and involving community members in the selection of beneficiaries for various social security programmes. This has led to increased budgetary allocation for public services and infrastructure development/renovation. The communities typically prioritise access to health clinics and immunisation, water and sanitation, education, irrigation canals, road repair, and social safety net for the marginalised. For instance, this has resulted in \$21,000 (USD) allocated for safe drinking water in Tilna Union in the 2016-2017 budget, which is more than three times the year before. Also, the allocation for health, and water and sanitation was increased in 2016-2017 to \$24,000 (USD) as opposed to \$8,700 (USD) in 2015-2016. Based on community priorities, the 2016-2017 budget in Bamunia Union Parishad entailed \$6,100 (USD) for women's employment, benefitting 200 people. Supported by the partner BITA, a youth group lobbied the ward councillor for better sanitation, and eventually a sewer was made, benefitting approximately 10,000 people. The partner SHARP supported community members to conduct a scorecard process on a primary school of Haturia Union of Bera Upazilla, which decreased teacher absenteeism. Generally, the social audit groups that were formed, and had their capacities built in the previous years, are more actively engaged in monitoring local governments. This leads to an increased number of people getting access to public services.

Tax

AA Bangladesh and the National Front of Teachers and Employees (NFTE) jointly organised 6 local, 4 national and 2 regional level events. These events were attended by the Minister of Education, officials from different departments, teachers, and civil society representatives. This has been important in sparking the discussion and engaging all relevant stakeholders in creating a platform for policy changes. The advocacy request of AA Bangladesh, related to free primary education, calling for a strict penalty for any kind of corruption and banning corporal punishment, were taken into account by the members of the Education Act Committee. The Education Act Committee revised the Education Act draft before submitting to the Assembly, awaiting their approval.

The AADK report "Getting to Good: Towards responsible corporate tax behaviour" contextualised with country-specific recommendations, was disseminated at a meeting with key stakeholders including government, national and multi-national corporates, think tanks, media, national and international CSOs, and youth networks. The discussion highlighted the significance of business and human rights in achieving the SDGs. The event opened a process of face-to-face advocacy with governmental bodies, as well as corporates. Also, a policy advocacy meeting was held to discuss the AA report "Mistreated". This too was contextualised for a national audience.

The government received the report with interest, agreeing to disseminate it to relevant government officials, hereunder the National Board of Revenue (NBR), Ministry of Foreign Affairs, and Ministry of Finance. Following the training and campaigning in 2015, a group of young people organised themselves as the Tax Justice Youth Group. They were particularly active in two districts (Barisal and Rangpur). In Dhaka, the group focused on raising awareness to ensure corporate tax for education financing and reducing the VAT burden on ordinary citizens.

Youth

Since 2015, AA Bangladesh has been piloting cooperation with small youth-led organisations. This has contributed to developing a platform for small youth-led groups to network, connecting youth at community and national level. A result is that urban university Activista is more involved with community level action, where especially young women and girls are actively participating in discussions on issues such as child marriage and access to public services. The Youth Advisor was involved in developing the knowledge and skills of working with “non-traditional” partners. Activista has hosted the first of a series of policy forums focusing on expanding space for young women and men to engage with decision makers. The young people taking part in the policy forums had never engaged with politicians or official representatives.

The GP has been successful in mentoring, and providing networking and seed funding supporting participants in training to take actions. 88.4% of such participants take action after the training. Through the post-training actions, the youth reached a total 1,463 people directly, and 61,420 people have been exposed to the post-training actions through mediums such as streets actions, events at universities and schools, newspaper articles, Facebook posts, and radio shows etc. An example of participants taking action after a training is a young woman who successfully fought child marriages (see case story in Annex 6). Also in 2016, participants in a “monitoring and accountability” course at the GP coordinated youth groups, conducting social auditing activities at community level. In Nilphamari in the North of Bangladesh, one such social auditing process exposed corruption related to the distribution of food carts. This resulted in pressuring the local government to redistribute food carts to the most vulnerable. See Annex 7 for an overview of outcomes identified through the Outcome Harvesting process.

Lessons learned, deviations and challenges:

- Through continuous engagement, it is possible to reach policy makers, but creating real political change is a challenge in the political context in Bangladesh. For instance, in 2016 the Ministry of Finance and National Board of Revenue was engaged in multiple events throughout the year. While they made no commitment to the demands, it is still an achievement that there was no negative response, given the political situation in Bangladesh. The lobbying efforts will be continued in 2017, building on the positive relationship that has been established.

Zimbabwe

Context and risks

The recent years saw further limitations of the general civil rights, hereunder freedom of expression. The situation has worsened further by the economic crisis and the El Niño induced drought, where the 2015-16 season was considered the driest in 35 years. The UN stressed Zimbabwe’s humanitarian needs, and critical situation related to food insecurity, high levels of acute malnutrition, and poor access to basic services (water and sanitation, education, health). In the first half of 2016, popular movements, trade unions, and opposition in Zimbabwe have protested with increased power. In April and again in July, thousands of people went to the streets of Harare to protest against the Mugabe government, leading to violent clashes. 11 members from the AA Zimbabwe’s partner organisation CHRA, were beaten up by members of the Zanu-PF youth wing. CHRA has subsequently taken the case to court. Activists who are not organised or belong to a political party took part in the protests, such as the #ThisFlag movement started by the priest Evan Mawarire. CSOs involved in human rights defence experience severe state repression. The high levels of poverty and expanded state surveillance have weakened many grassroots movements, as citizens struggle to meet their basic needs.

Overall results – Zimbabwe

AADK programme support in 2016	4,743,959 DKK. The AADK contribution is 84% of the total expenditures in 2016 for the governance programme.
Programme objective	By 2018, through holding central and local governments as well as corporate to account AA Zimbabwe and its partners will facilitate improvements in the quality, equity and gender responsiveness of public services for 340,000 people Target for 2016: 26,000
Result of AADK contribution	A total of 13,700 people benefitted from improved service delivery and 19,533 people were reached
Level of achievement	Medium. Shrinking Political Space made it difficult for AA Zimbabwe and partners to operate in certain areas, which affected the achievement.

Due to the difficult political situation, AA Zimbabwe cannot carry out larger campaigns at national level, but has focused more on mobilising citizens and civil society at local level. Even with the difficult situation, AA Zimbabwe has managed to achieve important results in terms of citizens' participation, transparency, and access to public services. An example is the fight for access to water, where AA Zimbabwe and partners organised a national coalition. Actions included advocating against prepaid access to water, as such a system essentially means that people who cannot pay are denied access to water. The partner BPRA did a door-to-door campaign to mobilise citizens. As a result, the local authorities in Bulawayo, at least temporarily, dropped prepayment of water. The local partner CHRA, in cooperation with human rights lawyers, helped citizens to re-access water who had previously been unjustly disconnected from such access. Supported by an Inspirator, a group of young women from Umzingwane, through the AA-led national campaign platform "Where is my public servant", targeted members of the Parliament with advocacy messages on access to water. In 2016, about 13,000 citizens got access to clean water because of such advocacy efforts. Another example of advocacy undertaken by AA Zimbabwe and partners is advocacy against illegal demolition of houses, which is a problem in slums and poor neighbourhoods. AA Zimbabwe facilitated a coalition of 15 CSO partners, which took the issue to court. The court ruled in favour of the citizens, and the illegal demolitions of houses in the high-density Harare suburb Budiro was stopped. The coalition has also organised demonstrations against the demolitions in the high-density suburbs of Kambuzuma and Mufakose, which was also subsequently stopped.

An Advisor supported AA Zimbabwe and partners in building capacities on resilience, especially on drought and conflicts. As a result, they received a grant from the EU to work to strengthen communities' resilience to drought. AA Zimbabwe, based on the deep local rootedness, is an attractive partner for international food and relief organisations. AADK will support the relief and resilience work of AA Zimbabwe through funds from Danmarksindsamlingen 2017.

Tax

The partner CHRA successfully advocated the City of Harare to introduce an online system for all its District Offices, ensuring that all revenue collected is recorded through an online system as opposed to the previous manual system, where there have been examples of corruption and use of fake receipts. Also, the partner Institute for Young Women Development (IYWD) engaged local authorities, citizens, and civil society in discussions on the need to tax the mining industry. A joint plan was developed to ensure implementation of existing legislation. The next step is to push for more progressive legislation ensuring adequate resources for community development.

Youth

Examples of the youth related work in Zimbabwe, is that AA Zimbabwe trained young people in budget monitoring, and for the first-time young people in Epworth participated in discussions with the local council of the public budget for 2016/2017. In 2016, the partner IYWD influenced council budgets for 2017 in Bindura, Shamva, and Guruve districts. This included elements such as providing free family planning and a prioritisation of sewerage renovation instead of installing traffic lights. The GP in Zambia is regional, and AA Zimbabwe and Activista have been closely involved in the process.

Lessons learned, deviations and challenges:

- A challenge in Zimbabwe is the hostile political situation, which is affecting the work of AA and partners in various direct and indirect way. Examples include the partner IYWD receiving instructions from authorities to suspend activities in Guruve District until a new MoU was signed. In Umzingwane, the partner WILD was

denied attendance to a public meeting with the Ministry of Gender Equality. This happened after releasing a report which revealed gaps within the Umzingwane Rural District Council. The partner DOMCCP experienced long bureaucracy at district level, as the authorities wanted to appraise all of their activities.

Nepal

Context and risks

In 2016, the details of the new administrative structure, including the new provincial structure as stipulated by the new Constitution which was passed in 2015, was still being negotiated. This was an important development as it was preparing the way for local elections (taking place in 2017). Legitimate local elections are crucial to break the absence of elected local governments that has hindered full participation and accountability at local level for decades. In relation to this process, the southern part of Nepal was affected by political instability in 2016, as the Madeshis were not satisfied with the new administrative structure. Thus, activities in these areas had to be adjusted to the situation.

Overall results – Nepal

AADK programme support in 2015	1,716,155 DKK. The AADK contribution is 34% of the total expenditures in 2016 for the governance programme.
Programme objective	By 2018, to have ensured the improvement in quality, equity and gender responsiveness of public services that brings tangible changes in the life of 367,929 people living in poverty Target for 2016: 18,000
Result of AADK contribution	A total of 12,100 people benefitted from improved service delivery and 3,045 people were reached
Level of achievement	Low. A time-consuming planning process led to late implementation, which affected the achievement. The number of people getting access to improved public services is significantly lower than the target and than the results in 2015. The low number cannot fully be justified due to the budget cuts in the Danida funds.

In 2016, AA Nepal and partners continued their work on local mobilisation and participation. An example is from the Bajura and Udayapur districts, where communities were supported to identify priorities and present it to the Village Develop Committees (VDC). As a result, 80 out of 142 community plans, equivalent of \$87,000 (USD), were approved by the VDCs and benefitted approximately 3,200 people. The community priorities receiving support were: empowerment of women and skills development, specifically focusing on the Dalits; repairing of school buildings; 24-hour birth centre services; access to drinking water; and a public campaign against child marriages and Chhaupadi (traditional practices that discriminates against women during menstruation). As a result of the campaign, communities and authorities jointly declared Bajura and Udayapur Chhaupadi free. Likewise, the District Women and Children Office prepared a 5 year strategy (2016-2020) to fight the Chhaupadi system.

Through advocacy by the partner Community Self-reliance Centre (CSRC), and National Land Rights Forum (NLR), 6 women received land ownership certificates and 48 women received agriculture livelihood services from the government. After continuous efforts and lobbying, the government passed guidelines and regulations for the Sixth Amendment of the 1964 Land Reform Act, ensuring that the tenants can now claim half of the land that they till as their own, while landowners will retain half. This is granting tenants security and freedom from fear of eviction. A long-awaited education bill was amended by the Parliament to restructure the education sector. It is expected that it will be a milestone for educational sector reform, and ensures free education up to secondary level alongside an enhanced transparency in the educational sector. AA Nepal, along with partners and networks, has been leading the educational campaign for the last few years. This also entailed providing input to the government during the process of amendment.

AA Nepal and partners have promoted the Right to Information Act as a tool to fight irregularity and corruption. In December 2016, AA Nepal conducted a regional level workshop on the Right to Information, where more than 80 activists from 26 districts participated. During the workshop, a skype meeting was held with representatives of the National Information Commission and a letter was sent encouraging the Commission to act on cases of authorities not living up to the Right to Information. As a result of the pressure, the National Information Commission, for the first time since its establishment in 2008, took action and fined the executive chief and information officer of Birgunj Sub-Metropolitan City for not revealing information as demanded by the citizens.

The National Information Commission also wrote to the Ministry of Federal Affairs and Local Development, seeking action.

Tax

Tax has not previously been a priority of AA Nepal. In 2016, a first training was undertaken by TCDC building capacities, feeding into the Norwegian Agency for Development Cooperation (NORAD) funded programme on tax for education.

Youth

Young people are engaged in the accountability work of AA Nepal and partners. An example of strong youth engagement was, in the aftermath of the earthquake, where AA Nepal in cooperation with Activista facilitated the establishment of a National Youth Alliance for Reconstruction (NYAR), aiming at making the government accountable for reconstruction and security in humanitarian crises. Local youth alliances for reconstruction have been set up at different five districts (Kavre, Sindupalchowk, Dolakha, Rasuwa and Nuwakot).

Lessons learned, deviations and challenges:

- The challenge of AA Nepal in influencing local government is still very real, since there are no legitimate, elected local government structures. However, with the elections to be held in 2017 there is a window of opportunity.

Myanmar

Context and risks

After the elections in 2015, power was peacefully handed over to the National League for Democracy in the beginning of 2016. With many newly elected officials in place, the need for capacity building and dialogue is apparent. Again in 2016, Myanmar experienced serious flooding. Late 2016 saw a rise in ethnic conflicts in the Rakhine Province.

Overall results – Myanmar

AADK programme support in 2015	3,801,039 DKK. AADK provided support to P4C, the Global Platform and a youth pilot project.
Programme objective	The overall objective is to support the reform process by promoting pro-poor, transparent and accountable governance through improved public services and a strengthened electoral process.
Level of achievement	Medium. The youth pilot project was not sufficiently strategically linked with other youth activities, and lacked close monitoring. The new government in Myanmar continued the engagement in the village book processes. The GP is strategically well placed providing e.g. support to the National Youth Council.

Myanmar is not an AADK programme partnership country, but has over the years received substantial support in terms of Advisors and support to the GP. In 2016, Myanmar also engaged in the youth pilot project. The support from AADK has specifically contributed to the “village books”, which is a bottom-up planning process designed and facilitated by AA Myanmar. This has led to more participatory planning processes as well as improvement in public services. A key success is the buy-in from the government, who by own resources, have rolled out the village books throughout 1,000 villages. Several Advisors supported the design and roll-out of the village books, hereunder ensuring gender mainstreaming. The village book process at local level is facilitated by youth volunteers, who are trained at the GP. AA Myanmar recently completed a “village book impact assessment”, which sampled progress made in two states and regions in Myanmar. The assessment found that the citizens felt included and that the majority of the priorities identified through the village book process have been funded mainly by local governments. Approximately 250,000 people benefitted from the improvements.

The Education and Governance Advisor made significant impacts both in regards to AA Myanmar's work on education, but also in terms of influencing policy at national level. Previously, education has mostly existed within monastic or religious contexts, and the growing focus on education from the government has mostly focused on quantity and infrastructure as opposed to quality. The Advisor contributed by introducing a rights-based approach, focusing on quality and standards rather than service-delivery and infrastructure. At national level, the Advisor was instrumental in advancing policy dialogue related to the National Myanmar Social Protection Strategy. The village books fellows/volunteers were trained in the right to quality education and work with communities to advocate for quality education from the local government.

Youth

The GP held the first Gender Equality training in 2016. The aim was to make participants understand that gender inequality is deeply rooted within the society, and how to apply feminist perspectives in their everyday life. It was the first training by GP Myanmar, which also touched upon LGBT issues, which was a big learning experience. The National Youth Council (NYC) has been a part of formulating Myanmar's youth policy and provided general policy input to Aung San Suu Kyi. The GP in Myanmar and the Youth Advisor played a critical role in establishing the NYC. In November 2016, AA Myanmar and AADK agreed to initiate a process of handing over the full ownership and management of the GP in Myanmar to AA Myanmar, in order to support a greater level of local ownership. It was agreed that 2017 should be a transition year, where AA Myanmar would manage the GP in alignment with AA Myanmar's other youth and governance work. Upon finalisation of the transition year, AADK and AA Myanmar will carry out a review of the process. We have witnessed a greater level of ownership and integration of the GP in other programmes of AA Myanmar. This seems to contribute to new dimensions in terms of reaching young people and to ensure more complementarity to other youth activities. However, we have also witnessed some challenges, since a high number of GP staff unfortunately resigned. This was because staff were worried that a new management style wouldn't be as inclusive as it had been in the past years.

Lessons learned, deviations and challenges:

- Handing over of the full ownership of the GP to AA Myanmar both poses opportunities as well as challenges, as outlined in the section above.

7. Our Work in Denmark

AADK plays a key role in enabling Danish civil society and individuals to engage in global issues. AADK has a strong, popular foundation and by the end of 2016 had 15,084 members and 5,789 contributors. Additionally, throughout 2016, a total of 6,303 single donations were received. 1,732 active volunteers were engaged and 3,447 young people were trained by the Global Platform in Denmark. For the first time, more than 1,000 Danes travelled to the Global South with Global Contact. Global Contact is one of the largest providers of global volunteering and educational opportunities mainly available for young Danes. The Global Contact activities are mainly self-sustained through participant fees. According to a survey from April 2017: 91% of participants traveling with Global Contact have a partial, better, or far better understanding of other people's values; 87% keep contact with people in the country in which they were placed and 82% passed on their new knowledge. In 2017, AADK commissioned an external assessment of the Global Contact programme, which showed a great potential for young people to engage in volunteer activities after returning to Denmark. Over half of the volunteers in AADK have a background in Global Contact, and thus Global Contact is an important element in the popular foundation of AADK. 600 more volunteers engaged with AADK in 2016 compared to 2015. Additionally, the number of people, including those reached through our communication work, petitions and public meetings/events, is higher than anticipated.

Most activities related to the work of AADK in Denmark are reported in detail in Annex 5 on programme and project related information activities/funds (PRO-midler). This section provides a broader overview at the strategic level across Strategic Objective 7 and 8 in the AADK strategy (Objective 7: AADK will have a significant impact on Danish and European policy within our campaign areas. Objective 8: AADK will ensure that Danes have an arena for action as global citizens). The two objectives are mutually enforcing, and are to a large degree aligned with the global interventions such as tax and corporate responsible behaviour (reported on in Section 5.2). The activities in Denmark are partly financed through the PRO funds, AADK's own funds, and increasingly by foundations and through partnerships. Our social economy activities (the hostel Globalhagen and café Mellemrummet) both provide a platform for volunteers to engage and at the same time they raise funds for activities in the Global South.

AADK is one of the key organisations in promoting and facilitating discussions on the SDGs in Denmark, especially those targeting youth, but also reaching a much broader public. This builds on the activities of the last years, where AADK facilitated engagement of local and regional press, local associations, municipalities and corporates, NGOs, UNDP, Global High Schools, and social housing organisations in the discussion on the SDGs. In cooperation with UNDP and Global High schools, AADK launched the educational website Verdensmålene.dk in 2016. The website is funded by Oplysningspuljen, Pro-midler, and by a contribution from UNDP. This was launched at an event at FN Byen. To promote the website, AADK held workshops for teachers and students, reaching

approximately 1,500 people. Young opinion makers were trained to debate the SDGs, and 40% succeeded in publishing opinion pieces in national newspapers. The comprehensive campaign on the SDGs is an example of how to make a complex global discussion relevant for ordinary citizens through innovative campaign tools, online media, learning materials/learning websites and more research-based publications. Also, AADK organises study trips and alternative sight-seeing events at Nørrebro for students at school camps. This is another entry-point for engaging with young Danes, where some of them later become members, follow us on Facebook, or become volunteers.

Globalhagen House, Hostel & Café:

Globalhagen is AADK's café, hostel and NGO-house which acts as a global visitor's place in which 200 volunteers are engaged in operating. In 2016, Globalhagen Hostel officially opened up for real with room for 80 people staying overnight and nearly 7,000 guests from all over the world coming to visit. The new hostel has given rise to a global and international atmosphere, also reflected amongst the volunteers who now come from 30 different countries. The number of events in both the café and the NGO-house saw an increase in 2016. Additionally, Globalhagen created a surplus of DKK 1,000,000, out of which the volunteers have chosen to give DKK 300,000 to the newly-opened Global Platform in Zambia. In April 2017, a group of volunteers visited the GP in Zambia, also sharing experiences and inspiration with fellow volunteers in Zambia on how to run a non-profit café as a part of the GP's activities.

AADK's work with refugees in Denmark:

In 2015, AADK did the first workshops for asylum seekers in Danish asylum centres to contribute to better integration and understanding. In June 2016, Trygfonden decided to support a continuation of the project. In 2016, 8 workshops were held at Avnstrup and Kongelunden asylum centres with a total of approximately 250 participants. The trainers at the workshops are AADK volunteers and the ambition is also to educate the asylum seekers to be in charge of some of the training. The response from the participants is that the training has given them tools for conflict management, strengthened the cohesion among the asylum seekers, and furthermore created hope and contact with the Danish society.

AADK's right-based work in Denmark:

In 2016, we continued our rights-based work supporting young people from Tingbjerg, Bispebjerg and Nørrebro to participate in local democratic processes. The young people were trained in organising, and afterwards they set up local events and campaigns. This culminated in a big event, Young Voices from the Block, where 30 young people invited politicians, journalists, experts and a lot of other young people to a debate on "ghettos" and the role of young people in society. As a part of our activities, some of the young people went on a study tour to Kenya. There, they met young people from AA's youth network Activista and discussed how young people can gain a voice through democratic, bottom-up organising.

In 2016, AADK entered a partnership with the Copenhagen Municipality on active citizenship, where AADK, in cooperation with selected primary schools, facilitate workshops for pupils in their last years of primary school. The aim is prevention of extremism through active citizenship and inclusive communities. The response from the participating schools was positive, reporting that the educational programme inspired both teachers and students. They could trace the results of the training both in internal relationships between the teachers and students, and likewise between students. Moreover, teachers reported that they could see a change in students' ability to reflect critically.

AADK youth pilot project and new ways of engaging volunteers

The five guiding youth principles agreed upon by the AAI Youth Working Group were also tested in Denmark. AADK engaged with social movements, hereunder training young volunteers. Furthermore, we launched an open flexible fast-reacting fund that volunteers and/or social movements could apply for. The pool is managed by volunteers, and the effect and response is yet to be evaluated upon. Globalhagen and the activities in asylum centres also provide new ways of engagement. The lessons learned from the youth pilot and the testing of new ways of working with volunteers are reflected in the new AADK strategy, where organising and collaborating with social movements and alliances is key.

Lessons learned, deviations and challenges:

- Creating trust with the target group is essential when working in disadvantaged communities and refugee centres. A large part of the interaction and training is often done by the AADK volunteers. It is thus key to ensure continuation and a low turn-over of volunteers. AADK therefore pays a lot of attention to create a commitment from the volunteers and a safe learning environment, where they feel a stronger connection to the project and the importance of them as volunteers.
- Engaging with new groups of volunteers with ethnic minority backgrounds requires that the AA staff profile reflect the groups we engage with, where ethnic minority youth do not merely want to be volunteers, but also want to see the diversity reflected in the composition of staff.

Annex 1: Country Results

Indicators	Kenya	Mozambique	Tanzania	Uganda	Zambia	Zimbabwe	Nepal	Bangladesh	Results 2016
Number of local governments where steps are being taken to increase accountability to their communities	1	8	7	13	2	10	12	19	72
Number of people living on poverty who experience improvements in quality and gender responsive public services	29.200	68.000	9.100	148.100	28.700	13.700	12.100	44.900	353.800
Women*	14.914	40.781		78.000	17.146	9.180	5.829	24.843	
Men	14.328	27.239		70.100	11.506	4.548	5.288	20.029	
Number of people participating in accountability related training	388	241	975	378	749	4.077	193	852	7.853
Women	290	241	424	168	496	2.254	144	402	
Men	98	137	551	209	253	1.823	49	450	
Number of people involved in local and national level campaigning for better public services**	2.000	1.034	8.918	689	1.066	11.622	981	20.210	46.520
Women	800	579	4.345	364	736	6.210	518	12.481	
Men	1.200	455	4.573	325	330	5.412	463	7.729	
Number of people participating in discussions on plans, budgets and expenditures on public services at community level	4.986	900	344	5.286	509	3.834	1.500	21.729	39.088
Women	3.774	500	180	2.022		2.616	784	12.071	
Men	1.212	400	160	3.264		1.218	716	9.656	
number of people reached***	13.000	18.243	10.237	7.248	4.790	19.533	3.045	42.791	118.887
Number of anti-corruption coalitions		4		13		3	1		21

*In some cases not all data on people getting access to improved public services have been disaggregated, thus the total figure can be higher than adding men and women getting access to improved public services

**In some cases the number of reached is higher than the total sum of people trained, participating in campaigns and in discussions. The total number of people reached also includes people participating in other activities related to governance e.g. festivals, awareness raising, events etc

***The number of people participating in campaigns does not include people participating in online campaigns, petitions etc. In many countries the online and media campaigns are to a large degree replace/complimenting demonstrations and other direct campaigning

Annex 2: Overview of Key Indicators, 2016 Targets and Results

Objective	Indicators	Targets 2016	Adjusted target*	Results 2016
SO1	Number of people trained	1,000	1400	2,635
SO1	Number of Advisor placements to support partners	14	13	11
SO1	Number of Inspirator placements to support partners	50		50
SO1	Percentage of organizations/LRPs who find that their organization is performing more effectively and/or efficiently as a result of the support provided by the Advisor	90		90
SO1	Percentage of organizations/LRPs who find that their organization is performing more effectively and/or efficiently as a result of the support provided by the Inspirator	90		91
SO1	Number of local governments where steps are being taken to increase accountability to their communities	50		72
SO1	Number of people living in poverty who experience improvements in quality and gender responsive public services	200,000		353,800
SO1	Number of people participating in accountability-related training at community level in the partnership countries	20,000		7,853
SO1	Number of people participating in discussions on plans, budgets and expenditure on public services e.g. Social Audit, ELBAG, Community Scorecard processes, budget tracking at community level in the partnership countries	50,000		39,088
SO1	Number of people involved in local and national level campaigning for better public services at community level in the partnership countries	60,000		46,520
SO1	Number of LRP and AA staff participating in experience exchange workshops	240		80 participants in cross-national workshops. 260 participated in country level ToT.
SO1	A unified policy position and a coordinated advocacy strategy within AAI on Shrinking political Space developed and endorsed by the SO2 Platform	Advocacy strategy completed		Advocacy strategy completed
SO1	Number of contributions or presentations as key speakers by invitation to meetings in key regional and global spaces (e.g. AU, UN)	3		15
SO2	Number of people trained	300	900	153 trained at TCDC, 722 participated in tax camps in Denmark

SO2	Number of Advisor placements to support partners	5		5
SO2	Number of Inspirator placements to support partners	10		7
SO2	Percentage of organizations/LRPs who find that their organization is performing more effectively and/or efficiently as a result of the support provided by the Advisor	90		90
SO2	Percentage of organizations/LRPs who finds that their organization is performing more effectively and/or efficiently as a result of the support provided by the Inspirator	90		100
SO2	Instances of governments increasing budget allocations and or actual disbursement for public services in health, education, and agriculture as a result of implementing a progressive system of taxation	2		2
SO2	Steps taken by governments to introduce a progressive system of taxation	4		10
SO2	Number of AA countries which have a policy position and are working on Progressive Taxation	7		4
SO4	Number of people trained**	9,000		9,769
SO4	Percentage of course participants responding in surveys who report that they positively use their new knowledge and skills in their paid or voluntary work	90		96
SO4	Number of people participating in youth hubs activities (seminars, conferences etc.)	25,000		13,130
SO4	Number of young people trained through step down training	100,000		31,656
SO4	Advisors placed to support youth activities	6		6
SO4	Inspirators placed to support youth activities	15		14
SO4	Number of activists involved in curating and co-developing content for the web based knowledge platform	25	15	19
SO7	Number of positions obtained by the government aligning with policy asks of AADK	4	7	9
SO7	Number of political initiatives at EU-level that have been influenced by AADK / AAI	5	4	3
SO7	Number of research reports and analyses	4		4
SO8	Number of financial supporters	17,800		20,873
SO8	Number of core volunteers engaged	550	350	550
SO8	Number of volunteers on assignment engaged	600		1,182
SO8	Number of participants attending AADK public events	14,100	14,800	19,580
SO8	Level of awareness amongst Danish public on AADK's brand as a result of press and campaign work	85		Not measured in 2016
SO8	Number of press clippings regarding substantial AA topics within overall press coverage	1,400		658

SO8	Number of monthly visitors on ms.dk	28,000		27,467
SO8	Number of subscribers of AADK e-newsletters	65,000		97,944
SO8	Number of likes in AADK main Facebook page	65,000		50,768
SO8	Number of institutional members	22		20

* Some of the targets especially related to the work in Denmark under SO7 and SO8 were adjusted during the more detailed planning – see column with adjusted targets

** This figures covers training at the Global Platforms as well as training of youth in Denmark

The assessment of the results is reflected in the narrative part of the Results Report 2016

Annex 3: Overview of Targets and Results, Strategy Period

	Selected indicators	Result 2016	Result for strategy period (2012 – 2015)	Target, revised strategy
Strategic Objective 1	· Number of local governments where steps are being taken to increase accountability to their communities	72	374	
	· Number of people (m/f) living in poverty who experience improvements in quality and gender responsive public services	353.800	2.212.100	Significantly contribute to 5 mio
	· Number of people, particularly women & young people, trained to hold public service providers to account for gender responsive and quality public services	7.853	174.912	
	· Number of Advisor/Inspirator placements to support partners to hold public service providers to account for gender responsive and quality public services	50 Inspirators 11 Advisors	488 Inspirators 128 Advisors	500 Inspirators 100 Advisors
Strategic Objective 2	· Steps taken by governments to introduce a progressive system of taxation	10	45	
	· Instances of governments increasing budget allocations and / or actual disbursement for public services in health, education and agriculture as a result of implementing a progressive system of taxation	2	7	
Strategic Objective 3	· Number of accountability in emergency strategies, methodologies, tools, handbooks, etc. that AADK has developed or helped AAI to	0	7	
Strategic Objective 4	· Number of young people mobilised through AADK platforms (via the policy and campaign team and Global Contact) who are taking sustained / solidarity action against poverty and injustice	9,769 trained at GPs/TrainingDK/ 13,130 mobilised through youth hub activities/ 31,656 reached through step-down training	39,989 trained/ 261,035 mobilised through youth hub activities at the Global Platforms/ 220,522 reached through step-down training	35.000 young people trained, and 150.000 reached
Strategic Objective 5	The objective relates to the activities in the Arab Region, which is reported separately to Danida			
Strategic Objective 6	· Number of Inspirator/Advisor placements to support partners within SO6	This refers to support to integrate a HRBA approach. HRBA is increasingly being mainstreamed as is thus not measured under a specific objective	142 Inspirators 35 Advisors	160 Inspirators 50 Advisors
	· Number of people, particularly women & young people, trained within SO6		3.953	Train or support capacity building of 10,000 AA staff and partners.

Strategic Objective 7	· Number of announcements by the Danish Government to support AADK's campaign objectives	9	31	
	· Number of political initiatives at EU-level that have been influenced by AADK / AAI	3	17	
	· Number of research reports and analyses	4	13	
Strategic Objective 8	· Number of financial supporters	20.873		
	· Number of volunteers	1.732		
Organisational Objective 1	· Number of educational platforms that Training4Change has established and which are functioning in terms of educating the envisaged number of people with an average evaluation score of 4	8	8	14
	· Total number of participant weeks (1 person on a 5-day course) within SO1+2+3+4+5+6+ 'other training'		75.500	
	· Percentage of course participants responding in surveys who report that they positively use their new knowledge and skills in their paid or voluntary work	81,4% very much/16,1% to some degree		
Organisational Objective 2	· Percentage of organisations / LRPs who find that their organisation is performing more effectively and/or efficiently as a result of the support provided by the Inspirator / Advisor	90/100		
Organisational Objective 3	· Monthly visitors on ms.dk and globalcontact.dk	27.467	N/A	
	· Number of 'likes' on AADK main Facebook page	50.768		
	· Number of press clippings regarding substantial AA topics within overall press coverage	1.758		
	· Level of awareness amongst Danish public on AADK's brand as a result of press and campaign work	Not measured in 2016	N/A	
Organisational Objective 5	· Increased income from Training4Change			
	· Increased cost sharing of People4Change placements by AA countries (percentages)	14	Cost sharing with AA Countries is a challeng. However, the percentages increased from 5,1% in 2015 to 14% in 2016.	
	· Increased income from Global Contact	The increased income is 1,7 mio DKK. This is much higher than 2015, which is due to a marketing campaign.		
Organisational Objective 6	· Number of people running for Council elections	47		
	· Number of people voting for Council elections	475		
	· Number of institutional members	22		

Organisational Objective 7	· Level user / staff satisfaction (effectiveness rating) on administration in terms of HROD processes, procedures, systems, information flows, work flows and reaching stated goals.	Rated 4 out of 5		
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Annex 4: Follow-up on Review

	Recommendation	Reflections and follow-up, Result Report 2014	Reflections and follow-up, Result Report 2016
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.	Revised Resource Allocation Framework has been approved by International Board for implementation as of 2018
2	MS/AADK should consider internal systems for assessment of overall efficiency and effectiveness in its use of resources ¹ , 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 and VFM is embedded in the 2017-2023 AAI Strategy.
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	No further update

¹ MS/AADK is abiding by the financial reporting guidelines in terms of the framework agreement; the recommendation is aimed at internal systems for assessing whether resources are used efficiently and effectively.

		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.	
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 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. • 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. 	<p>A joint workshop with DUF and KVINFORM 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 in 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>
5	Beyond organizing the periodic DEMENA conference, consider facilitating a network of DEMENA grantees to enhance opportunities for	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	Not further relevant due to funding and structure of the programme.

	exchange, partnerships, and follow-up activities beyond the project duration.	invite other grant holders to activities and events, if relevant.	
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.) 	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.	Not further relevant due to funding and structure of the programme.
7	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.	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	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.

		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.	
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 INGOs, large local NGOs, and appropriate public entities • 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>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 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</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>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 organisations (see more in section 5.4)</p>

		more marginalised youth like e.g. translating trainings and material into the various local languages.	
9	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.	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>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>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.</p>
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 2016. The Outcome Harvesting Reviews engaged key stakeholder, AA staff and partners in workshops that contributed to enhancing the M&E capacities.
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.	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 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.
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 actionplan 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.	AADK is still monitoring and supporting ARI programme office closely. New finance staff at the regional office is being inducted with support from Copenhagen
13	MS/AADK should develop standard agreement templates for different types of partnerships and 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".	A standard agreement template that includes the MFA anti-corruption clause is being used both by ARI and MS.	Completed in 2014
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

Follow up on Tilsynsbesøg undertaken in June 2016

	Recommendation	Reflections and follow up, September 2016	Reflections and follow up, September 2017
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.
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 are planned for Kenya, Zambia and Tanzania.	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 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.
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 5: Reporting on Programme Related Information Activities, 2016 (PRO-midler)

This section outlines results and lessons learned from activities completed in 2016, that were supported through the programme and project related information activities/funds (PRO-midler). All activities were completed in 2016, but are at the same time part of ongoing campaigns/projects that have been adjusted and are being replicated in 2017.

In 2016, the programme and project related information activities/funds contributed to several projects anchored within the Communication, Policy and Campaign teams.

The communication and campaigning tools and strategies used in recent years were adjusted to the overall theme for 2016. Action Magazine, own case stories from the Global South, online media, and engagement with Danish media are the core activities and backbone of the communication activities; whereas events, petitions, workshops and demonstrations are tools and methods relevant for the campaign work.

The main focus of the project-related communication has been 1) inequality, migration, tax, and feminism and 2) the SDGs.

Inequality, migration and tax

At the Women Deliver Conference AADK launched the report “Freedom to Move” publication (see more in section on GRPS). The report was followed by video, press, debates etc. Furthermore, AADK organised an information tour for Danish feminist opinion-makers to Mozambique, who afterwards participated in public debates. In general, they are integrating the international perspective in their various blogs and articles etc.

AADK educated 1,000 high school students on the subject of tax and inequality. Being a strategic partner with the Roskilde Festival provided a platform for AADK to engage a large audience in the debate on inequality. This also entailed social media engagement.

Furthermore, AADK launched a petition on quota-refugees and the need to live up to the international conventions, where almost 41,000 Danes signed. The signatures were handed over to the Minister of Immigration and Integration, Inger Støjberg. AADK sparked the debate, which was later followed by other organisations and politicians. While the actions didn't lead to policy changes, the debate itself is ongoing.

The SDGs

Following the adaption of the SDGs we launched an educational website in cooperation with UNDP and the Global High Schools. This was funded by *Oplysningsbevillingen* and project-related information activities. The association of geography teachers joined the project later. Since the launch in September 2016, the website has had almost 150,000 page views and 47,000 sessions by more than 28,000 users. AADK received positive feedback from both students and teachers, and the website is recognized as a key platform by both the Government SDG Plan of Action and the Ministry of Foreign Affairs. The website is continuously updated and developed to include features such as current SDG-events. Also, the website has led to spin-off activities such as youth politicians debating the SDGs with young Danes. AADK also carries out workshops at high schools, discussing the SDGs with students and teachers.

Online information and mobilisation

The AADK communication platforms consist of social media, our website, electronic newsletter, and the Action Magazine which is distributed to 20,000 members and opinion-makers 4 times annually. We produce our own material (stories, videos, short texts, pictures, etc.), with the main focus in 2016 being tax, the SDGs, and migrants/refugees, which is linked to our programme work in the Global South aiming at addressing some of the root-causes of migration.

In 2016, we mainly focused on the social media platforms Facebook, Twitter and Instagram. Facebook was our main priority due to the high penetration in Denmark (“Danskernes brug af sociale medier 2016”, Danmarks Statistik). We increased our number of Facebook followers by 41%. By the end of 2016 we had 50,768 Facebook followers, although the total reach exceeds the direct number of followers. Two separate independent studies (“Digital advantage. Benchmarking 2016” by Agency Scandinavia and study conducted by Bias in 2016) both

concluded that AADK has one of the most engaging Facebook pages among the Danish NGO's. This documents that we reach a far greater number of people than the actual followers, since both our followers and other users share our content.

Campaign activities

In December, AADK together with Haifaa Awad, who is a doctor, debater, author and activist, organized a demonstration against the siege of Aleppo. In Copenhagen, 10,000 people participated in this demonstration. Subsequently, people in other larger cities, by their own initiative, organized similar demonstrations.

På sporet af

The theme for the annual campaign "På sporet af" was the Danish development assistance and inequality. 10 young people from partner-organisations visited 60 different locations/organisations throughout Denmark. The youth ended their tour by joining the Minister Christian Jensen in delivering "The World's Best News" at Dronning Louises Bro, Nørrebro Copenhagen. The youth and their message about the effect of Danish development assistance and rights based work were reflected in interviews and opinion letters throughout the country and on social media.

Targets and results

Communication and information activities (special focus on inequality, hereunder migration and tax)

Timeline	January, 2016 – December, 2016
Budget	650.000 DKK
Goal/objective	The objective is to create awareness and discussion in Denmark on tax and inequality.
Target group	The main target group is Danes who have not previously been engaged in global issues. They will be reached through various innovative campaigns. Also, information will be distributed to members and followers.

Effect	Measurement	Target	Result
	Average number of monthly visitors on MS.dk	28.000	27.467
	Number of subscribers to AADK's e-newsletter	100.000	97.944
	Number of press clippings	1.400	1.758

Online information and mobilisation

Timeline	March 2015 – December 2017
Budget	100.000 DKK in 2016
Goal/objective	The activities are focused on strengthening the strategic use of social media for campaigning by implementing a practice that ensures higher engagement and a segmented use of social media. The overall effect of this will be to raise the awareness of global issues and give Danes an arena for action as global citizens.
Target group	Through our campaigns and petitions, we will reach a broad audience beyond existing members and followers.

Effect	Measurement	Target	Result
	Number of likes of the main AADK Facebook page	65.000	50.768
	Average monthly organic reach	400.000	1.295.075
	Number of followers on Twitter by the end of 2016	3.000	2.862

Campaigns (tax, inequality and "På Sporet af")

Timeline	January 2016 – December 2016
Budget	600.000 DKK
Goal/objective	Build a movement in Denmark for tax justice and inequality with strong political influence.
Target group	To broadly mobilise and engage Danes and corporates around the agenda of tax.

Effect	Measurement	Target	Result
	Number of participants at AADK public events	4.900	19.580
	Number of sign-ups for the petitions	5.000	102.946
	Number of core volunteers	350	550

The budget figures presented above entails activity cost.





YOUNG PEOPLE ORGANISE AGAINST MINING

Creative, youth-driven campaigning has contributed to historic law against metallic mining in El Salvador

➔ BACKGROUND

In 2017 El Salvador became the first country in the world to ban all forms of mining. Only 2 % of the country's original forests are left, and only 3 % of all water coming from natural sources is clean enough to be classified as drinking water.

The ban against metallic mining motivates the establishment and decision-makers to consider new, more sustainable models for financial development. At the same time, this means that the country is able to turn away an industry which in other countries has represented a loss of capital to tax havens, and where parts of the elite benefit from the large legal and institutional holes characterising the governments of many developing countries.

➔ ACTIVITIES

Since 2011 Global Platform El Salvador has played a key role in the effort to demonstrate to the public the problems of metallic mining as well as to organise and involve young people in the struggle for a more sustainable society.

The first youth groups involved in the work against metallic mining in 2011 were formed by participants in trainings offered by the platform. The strategic work of the platform against metallic mining has been rooted in four main areas:

1) Producing thematic environment-related campaigns (water, mining, dams and genetically modified foods), 2) Supporting the campaigns through relevant trainings, 3) Strengthening the young people's commitment to the struggle against metallic mining and 4) Securing inclusion of young people in public decision-making processes.

↓ RESULTS

- Since 2011 the platform has launched and coordinated three youth-driven campaigns aimed directly at banning metallic mining: 'Stop Cerro Blanco' (the name of a polluting goldmine shut down in 2014), 'Ni una mina mas' ('No more mines') and 'ES libre de minas' ('an El Salvador without mines').
- The platform's first campaign coincided with the formation of Mesa Nacional frente a la Minería Metálica, an umbrella organisation set up for the specific purpose of banning metallic mining in El Salvador. The platform has caused young people from the ActionAid youth network Activista to be accepted as official members into Mesa Nacional frente a la Minería Metálica.
- The platform has trained and supported young leaders, who have become capable of speaking on behalf of their local communities and as representatives of young people in El Salvador in general.

TOGETHER AGAINST CHILD MARRIAGE

A group of young feminists from Bangladesh contributes to stopping child marriages through dialogue and information.

➔ BACKGROUND

In Bangladesh around 52 % of all girls are married before the age of 18, even though there is a law against child marriages. Child marriages often lead to early pregnancies and have a series of harmful effects on the married girls' health and development, including increased risk of sexual assault, HIV contraction and poorer access to education and jobs.

Since 2016 ActionAid's Global Platform in Bangladesh has offered 'Young Feminist Leadership' trainings addressing, among other things, the issues of child marriage. The aim of the training is to make the participants (both young women and men) believe in themselves as drivers of change capable of organising and confronting structural exclusion of women at local, national and global levels.

➔ ACTIVITIES

In 2016 a group of young people from Potuakhali, one of the most remote parts of Bangladesh, attended a Global Platform training in the capital Dhaka. As part of the training they had to draw up an action plan for the activities they would subsequently introduce in their local area. The participants decided to form a youth group striving to introduce gender equality and prevent child marriages.

When Sarmin, a 16-year-old participant, returned to her village she started offering trainings to other young people in the area on equality and the risks involved in child marriages. Though the young people were happy with her trainings, the elderly people in the village had a violent reaction to her new self-confidence and determination to confront the local norms. Ironically, the result was that people in the village forced Sarmin's father to marry her off to set her straight once and for all.

↓ RESULTS

- Sarmin's father soon found a husband for her, and to make sure she was under control he confiscated her mobile phone and grounded her in their house. Because of her young age Sarmin knew that the marriage was illegal, so when she after a couple of days managed to borrow a phone she seized the opportunity and called the other members of the youth group and a trusted school teacher who immediately came to her house. With the help of the local headmaster they managed to pressurise the family and people in the village enough to stop the plans for Sarmin's marriage.
- Sarmin is now a college student able to pursue her dream of becoming a lawyer. She continues to give trainings to local young people on equality and the prevention of child marriages – now based on her own story.
- Since Sarmin put an end to her own child marriage, she and the other members of the youth group have managed to stop another three child marriages in the area.





Foto: Marie Top Christensen

MAMA FEDDIS DEFIES ALL ODDS

It is not easy being a woman running for election in Kenya. But 46-year old Mama Feddis does not care about that, she wants a seat in the county government in Mombasa so she can ensure education for the children and better conditions for women.

The orange and bright red dress flutters about her legs. Bad weather is on the way. The telephone is ringing again. And again. And again. In fact, Mama Feddis does not have time for sitting still on the blue plastic chair. There is less than a week left of the electoral campaign and she is supposed to gather as many votes as humanly possible before the election on Tuesday the 8th of August if her vision about ensuring women in rural areas better conditions, for instance when they give birth.

A WOMAN'S STRUGGLE

There are crowds of women and men in the compound. More than 15 people are sitting on plastic chairs. Mama Feddis gives the ever ringing phone to one of them. They form her campaign group.

To begin with, Mama Feddis attempted to be selected as the Orange Democratic Movement (ODM) candidate for the county government in Mombasa, representing the people in the Mwakirunge area.

“There was discrimination between me and the male candidates. They got between four and five people to help them with their nomination election battle while I was only given two,” Mama Feddis explains.

We have moved inside one of her two clay houses. The weather has changed and the rain is pouring down at the tin roof.

“I lost to one of the male candidates, but that did not knock me out. There were only 50 votes between me and the man who won the

nomination and several people encouraged me to run as an independent candidate. They promised to make sure that I got the 50 votes.”

The discriminatory treatment that Mama Feddis experienced is not unusual in Kenyan politics. The women candidates often experience that they are not given the same budget to carry out their campaigns as male candidates. In addition, many female candidates are subject to physical violence and experience threats to themselves and their families.

A MWAKIRUNGE LOCAL

There are no election posters with Mama Feddis’ big smile on the lamp posts or walls of the area. There has not been enough money for that. For that reason, her tactic has been to walk around talking directly with the people of Mwakirunge. So even though she has no election posters, she is a well-known face in the area.

“I have played a part in organizing the women in Mwakirunge in groups so they have been able to seek money to make projects that have been of benefit to the whole area,” she tells.

Through ActionAid she has got training in, amongst other things, citizens’ rights, public

budget transparency and public expenditure tracking .

“If it had not been for the training, I had been a completely ordinary housewife.”



FOR THE WOMEN

It took around an hour to get from Mombasa to Mama Feddis’ house. Not far away from Mombasa, the tarred roads turned in to dirt roads, which become impassable after heavy rains.

“Even though there is only around 15 kilometers to Mombasa, the women in the area have low access to health facilities for instance when they are in labor,” she tells while gesticulating and pointing in direction of Mombasa. Often it is Mama Feddis, herself a mother to five, who is called upon when there is a need of an extra hand at a delivery.

“I want to contribute to public services such as health care and education being accessible to the people in my area. I know the lacks myself and I know the people here so I want to play a part in rectifying those lacks in public service delivery.”

Mama Feddis’ tactics worked. At the election the 8th of August, Mama Feddis got 1.404 votes. This was enough to ensure her the membership of the county government in Mombasa.

By Marie Torp Christensen

WOMEN IN KENYAN POLITICS

In 2010, the Kenyan constitution was changed. Among other things it was added that all decision-making bodies, including the parliament and the county governments, must not consist of more than two thirds of the same gender. In practice this means that there must be at least 1/3 women. In relation to the constitutional amendment, it was also decided that all 47 regions were to select a female representative for the National Assembly.

IN 2017 THERE HAS BEEN ROOM FOR MORE WOMEN

In addition to the 47 female representatives 22 women got a seat in the parliament which is this highest number at any point in time. 2017 was also the year of election where Kenya got its first elected female governor – in total three women were elected to the highest position in the county governments.

INDIVIDUAL

SYSTEMIC



1# Empowering Individuals

2# Creating Networks

3# Claiming Rights

4# Setting the Agenda

5# Influencing Perspectives

6# Changing Policies

SUPPORTING YOUTH FEMALE LEADERSHIP IN MURANG'A

IMPROVING ACCESS TO WATER IN LAIKIPIA COUNTY

COMBATING HUMAN RIGHTS VIOLATIONS IN MAKADARA

PROMOTING LGBTI RIGHTS IN URBAN AND RURAL KENYA

COMPENSATING PEOPLE AFFECTED BY LAND GRABBING IN MELENDI

SUPPORTING WOMENS RIGHTS IN CHAMPARA SLUM

RE-DISTRIBUTING FOOD FOR VULNERABLE CITIZENS

ACCESS TO MEDIA EDUCATION IN RURAL EL SALVADOR

DEBATE FORUMS BRIDGING YOUTH AND AUTHORITIES

SUPPORTING YOUTH

YOUTH AGENDA ON CLIMATE CHANGE

STANDING UP AGAINST GENDER VIOLENCE

YOUTH INCLUDED IN POLITICAL DECISIONMAKING: LOCAL POLICY DEVELOPMENT

YOUTH INCLUDED IN POLITICAL DECISIONMAKING: ACTIVISTA

YOUTH INCLUDED IN NATIONAL DEBATE ON TAX JUSTICE

SUPPORTING INDIGENIOUS DECISIONMAKING IN GUATEMALA

BRIDGING YOUTH AND AUTHORITIES IN DHAKA

STRENGTHENING YOUTH PARTICIPATION IN LAIKIPIA COUNTY

PREVENTING SLUM DEMOLITIONS IN KIBERA

YOUNG FEMINISTS TAKING STAND AGAINST CORPORAL PUNISHMENT

PREVENTION OF CHILD MARRIAGE

INCREASING MINIMUM WAGE

PREVENTING HIGH RISK GOLD MINING#2

PREVENTING HIGH RISK GOLD MINING#1