



DANIDA FRAMEWORK APPLICATION 2017 GLOBAL RESULT REPORT 2015

Part 1: Strategic Plan

Table of Content

1. The Overall Vision	1
2. The Role and Added Value of AADK.....	2
3. Democratic Governance	3
3.1 Deepening Democracy.....	3
3.2 Progressive Tax and Gender Responsive Public Services	4
4. Youth	5
5. Engagement and Partnership with Business Enterprises and Danish/European Tax Policy Work.....	7
6. Exploring the Role of Governance Approaches in Situations Affected by Protracted Crisis.....	7
7. Our Work in Denmark – Communication and Broad Public Support.....	8
8. ActionAid International Strategy and M&E	9
9. Risks and Challenges	10

Annexes

Annex 1: Country Results

Annex 2: Overview of Key indicators, 2015 and Results

Annex 3: Overview of Key indicators with targets and Results for 2015

Annex 4: Summary of Recommendations from Danida Review 2014 with AADK Follow-up

Annex 5: Report on Programme Related Information Activities, 2015 (Pro-Midler)

Annex 6: Overview of Key Indicators with targets for 2017

Annex 7: Plan for Programme Related Information Activities for 2017 (Pro-Midler)

Annex 8: Change Stories from Global Platforms

1. The Overall Vision

The world around us is changing rapidly. Unprecedented inequality in the division of economic wealth and political power are part of fueling national and global crises and divisions. This is impacting heavily on the lives of people living in poverty especially women and youth. Young people, young women in particular, are affected by the consequences of the world's growing inequality, the effects of climate change, economic crisis and conflict. Millions of young people in developing countries are frustrated because of lack of economic opportunities and political space. In recent years, the political space has shrunk further with thousands of youth activists being persecuted in a number of developing countries. Young people (especially poor and marginalised) lack entry points for active political participation and influence. They are often underrepresented in formal decision making. Young people face unemployment at three times the rate of adults¹ globally and thus often face economic well as political marginalisation.

Yet at the same time, disruption is opening spaces that can be used to democratically reimagine the future and mobilise people's organisations, communities and progressive movements towards a just world for all. Mellempfolkeligt Samvirke/ActionAid Denmark (AADK) believes that a sustainable world without poverty and injustice in which every person enjoys rights and opportunities for a life of dignity is possible. We believe in the ability of people to create change together. AADK believes that change takes place when people unite to challenge the existing system and demand their rights. The existence of responsive, transparent and accountable public institutions and decision making processes are crucial for facilitating democratic change as well as for stable and sustainable governance and development. The new SDGs and in particular SDG16 and the cross cutting notion of "leave no one behind" is a powerful framework for our work.

We work with the most vulnerable and marginalised groups in society, in particular women and youth. We work to create solidarity and alliances between people in poverty, their organizations and broader movements. We support and help strengthen their capacity to envision alternatives and demand change at local, national and global level. Through the ActionAid Federation local demands for change are combined with regional and global advocacy with institutions such as SADC, ECOWAS, AU, ASEAN.

We focus our work on **deepening democracy** at local, national and global level and protecting and **creating spaces** for public participation and development of people's alternatives. We work with people in poverty, their movements and allies to demand a **fair and progressive tax systems**, that can finance the delivery of **gender responsive public services**, through public institutions that are responsive, transparent and accountable.

The strong focus of AADK on **domestic mobilisation of resources for better public services** and development will continue and be strengthened further in 2017 under the notion of progressive taxation for progressive spending. A prerequisite for working on progressive tax and progressive spending in terms of gender responsive public services is that civil society and citizens are able to take action. Creating space for action is an important and integrated part of the AADK governance programme, and will be also be framed as such in 2017. The governance programme will hence focus on **creating space** (deepening democracy) and **using space** (progressive taxation and gender responsive public services).

In our continued work to strengthen and develop the Federation and its partners' work on governance, AADK will seek to focus on the following areas in 2017:

- Improve programme design and coordination, where we will increasingly frame the support to partnership countries through more integrated programming, linking local, national and global work under the thematic priorities set-out by the ActionAid Democratic Governance Platform;
- Develop a stronger programmatic focus within ActionAid on deepening democracy replacing the previous focus on shrinking political space;
- Strengthen the focus on fair taxation further and the integration of corporate tax campaigning including a strong focus on dialogue with corporates on responsible business behaviour and national policy work on progressive taxation within ActionAid;

¹ ILO report: " World Employment and Social Outlook 2016: Trends for Youth", Aug 2016

- Pilot partnerships with research institutions and think-tanks, movements, trade unions etc. to build strong policy alternatives on our programme agendas and strengthening coalition and alliance building at national and international level;
- Increasingly prioritise support to national advocacy, campaigning and lobbying, including facilitating and linking national campaigns between countries for increased global influence. This will include a stronger linkage between our work and the SDGs, especially SDG 5, 16 and 17;
- Supporting innovative youth organisations and movements and the role of young people as change agents within our thematic agendas, including developing and documenting alternative forms of democratic participation and providing key learning on engagement with movements;
- As a starting point for further understanding and addressing the issue of youth unemployment, we will facilitate knowledge gathering and documentation across the ActionAid on barriers to employment, and innovative approaches for job creation for youth, including social enterprise development.
- Based on the long-term experience of AADK in development and the knowledge of ActionAid in accountability in emergencies and conflict, we will pilot learning activities on governance, protection and resilience in situations affected by protracted conflict.

2. The Role and Added Value of AADK

AADK's framework agreement is based on ActionAid's strategic objective on Democratic Governance. The programmatic focus has in previous years been primarily been on tax justice, financing and delivery of gender responsive public services. From 2017 there will also be an increased emphasis on deepening democracy and the space and conditions for public participation and agency in governance. In addition, AADK has a key focus on the organisation and mobilisation of Youth as change agents within ActionAid's governance programming as well as on related youth led agendas.

AADK has been delegated the responsibility for the strategic direction and coordination of Democratic Governance work within the ActionAid Federation and has a leading role on the Federations work on youth as political change agents as well as capacity development.

AADK provides support to governance work within the federation and its partners through several modalities:

- Implementation, coordination and support of cross federation international projects on learning, development of alternatives, policy and campaigning;
- Programme development and financial support to governance programmes in selected partnership countries within the federation.

Further to the international projects and support to national programmes AADK provides, AADK also provides support and adds value through our capacity development modalities:

- AADK training centre for Development Cooperation (TCDC), which offers training on governance issues for ActionAid staff as well as global, national and local partners and frontline workers;
- Global Platforms that focus on support to youth movements and youth in ActionAid programming, through training and support to creative activism and campaigning;
- People4Change that provides strategic and thematic capacity support and linking, local, national and international levels through placement of long-term Advisors supporting international and national partners and activities, and shorter-term Inspirators placed at local level. In 2017 the face-to-face modalities of people to people support will be complemented by a pilot on digital volunteering;
- Method development, networking and knowledge sharing (networked toolbox at Local Rights Programme (LRP) level, the Beautiful Rising toolbox for youth activism etc.).

During recent year, the thematic focus, as well as the synergy between training, face-to-face support provided by the Advisors and Inspirators and the digital learning sites/toolboxes documenting and sharing local best-practices have been strengthened. The Advisors will continue to play a key role in linking national programming with global knowledge and policy work and sharing. The Advisors will also develop curricula on progressive taxation and gender responsive public services in collaboration with the international working groups and TCD.

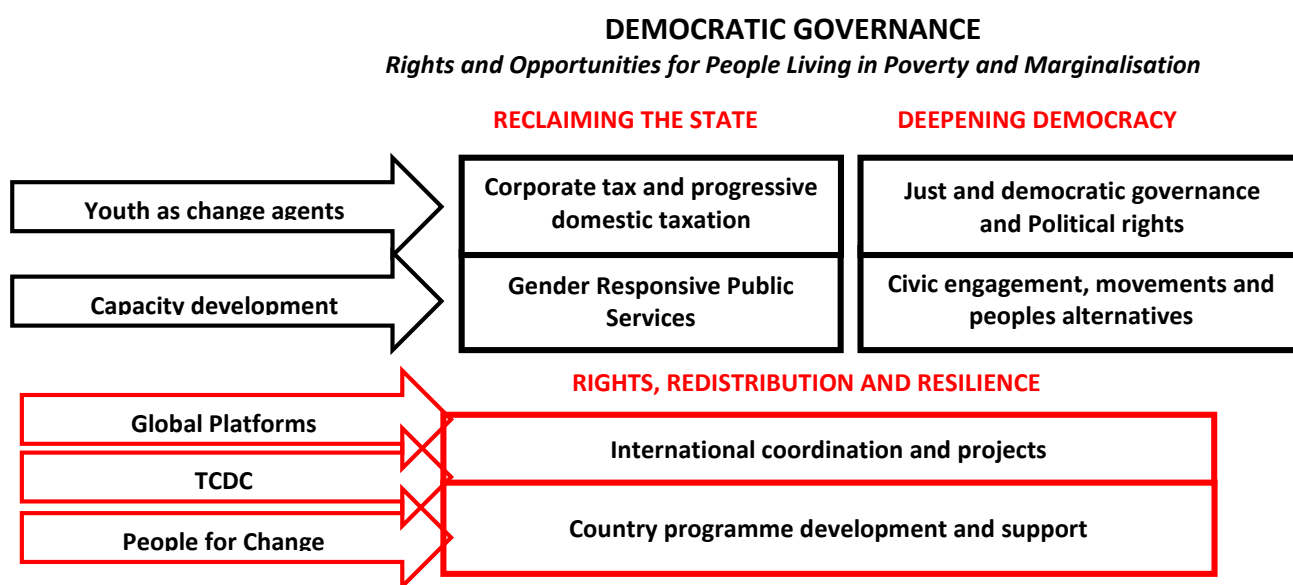
They will subsequently facilitate in-country training. In 2017, the Inspirator programme will be stream-lined further in support of the thematic priorities of taxation, gender responsive public service, deepening democracy and youth work. AADK and ActionAid will seek to facilitate stronger linkages between local Inspirators and national Advisors. The blended capacity development approach of AADK (training, P4C placements, developing and sharing of best-practice and online toolboxes and training) with interventions at both local, national and global level enhances programme results.

3. Democratic Governance

The strengthening of the governance work that was initiated with establishment of Democratic Governance platform mandate to coordinate the programme area, given to AADK, will continue in 2017. An international platform meeting was held in May 2016 assessing the results and learning as a basis for future planning. These findings were discussed further at a workshop in September 2016 with representatives from AADK partnership countries. Findings will be integrated into the national governance programmes as well as the priorities for international projects.

The overall objective of the governance work is:

- Citizens have increased access to more representative public institutions and systems that are responsive, transparent and accountable and promote inclusive and participatory decision making at all levels and effectively deliver quality and gender responsive public services



3.1 Deepening Democracy

A lesson learned informing future interventions under the Democratic Governance platform is that work on deepening democracy is often implemented by ActionAid at country level, but that this has not been properly captured in the programme design or in the Global Monitoring Framework, which focusses on gender responsive public services and tax. Work on deepening democracy has, however, been an integrated element of governance programming in relation to participation, responsiveness and accountability of public institutions and in public decision making process.

Therefore, deepening democracy will be made a higher priority in 2017 programme planning. Programming will focus directly on promoting and increasing civil and political space and associated political rights such as freedom of speech, assembly and association. Also, programming will have a strong focus on enhancing space for democratic dialogue. This will be done by addressing barriers to democratic participation and promoting democratic governance structures, systems and processes that are inclusive and allow for genuine public participation. This stream of work includes identifying when critical public institutions are not responsive,

transparent and accountable and based on this promote reform in legislation, policies, structures and practices. Under this theme we will also support engagement of movements, in particular youth movements. The engagement with movements will be to enforce our outreach to social movements and strengthen our collaboration on shared agendas in local and national development – this includes innovative learning on creative activism, leadership and alternative ways of mobilizing and organising. The deepening democracy focus will replace and expand the focus on shrinking political space that was included as a priority under the Democratic Governance Platform in 2015 and 2016.

The objectives of the component are:

- States are held accountable for recognising and respecting the rights of women and excluded social groups to expand the political space for active citizenship;
- Enabling space for social movements is created and the development of just and sustainable alternatives is initiated and supported.

The outcomes and outputs are:

- Governments are reviewing, amending and enforcing existing legislation and enacting new legislation that secures rights of participation that offer genuine opportunities and process for public participation for those living in poverty;
- National development strategies are aligned with SDG's, especially SDG 5 and 16;
- Democratic and decentralised systems and governance structures to enable redistribution and devolution of resources and power are improved and consolidated;
- Electoral systems and processes are more democratic and transparent;
- Citizens have improved access to information from the State and freedom of expression is broadened and respected;
- CSOs and alliances contribute to the codification and implementation of instruments and processes on democratic governance by regional and global level structures;
- CSOs have improved their understanding of movement leadership, use of nonviolent creative activism and their role working with social movements and broader alliances.

3.2 Progressive Tax and Gender Responsive Public Services

Our approach to **fair taxation** and governance contribute to **domestic resource mobilisation** creating more fiscal space for a robust public sector, thus building a stronger contract between citizens and states and thus building more stable societies, countering inequality and unemployment and reducing incentives for migration. Our focus on domestic resource mobilisation is part of an integrated comprehensive approach working on local, national and international policies and systems for progressive taxation and linking it to progressive public spending.

In many countries ActionAid is already a credible dialogue partner for governments on the progressive tax agenda and ActionAid will work to further strengthen this position. A key focus will be to continue capacity building and mobilisation of citizens, particularly young people, to push for fair and progressive taxation systems. Also, 2017 will see a closer integration of the multi-country tax power campaign focussing on fair corporate taxation with the country level work on domestic taxation issues integrating the local, national and international levels.

Based on the ground work undertaken by the working groups on progressive taxation and gender responsive public services, training and policy & advocacy work will be initiated at national, regional and international levels.

To create stable, democratic and just societies, governments must provide their citizens with basic public services including clean water, health clinics and hospitals, education and other services to fulfil basic human rights. Gender-responsive public services are key to fulfilling women's rights. When public services are weak or absent it increases the burden of care on women and decreases women's access to education, health, legal services etc. During the past five years, ActionAid has therefore worked on improving quality, equity and gender responsiveness of public services and this work will be continued in 2017 and onwards. ActionAid and partners

will use accountability tools and processes such as budget analysis, participatory planning processes, community scorecards and public expenditure tracking surveys to create evidence to hold local governments to account for providing gender responsive public services. The local work will be linked with district, provincial and national level accountability and advocacy processes to continue creating change in terms of more people accessing gender responsive public services particularly within health, water, education and agriculture but also in relation to legal systems and safe urban environments.

Moreover, improving public services will be linked to the youth agenda, with a focus on education and employment opportunities.

The objectives are:

- Governments increase resource mobilisation through progressive domestic taxation and increase public spending on social sectors including gender responsive public services e.g. within health, education and water;
- Governments have transparent, participatory, decentralised and anti-sexist systems and processes in place to deliver gender responsive public services and are held to account by women, youth, CSOs and alliances.

The outcomes and outputs are:

- The tax base of countries is expanded through just and progressive tax systems including corporate taxation;
- Governments review or amend existing legislation and enact new legislation for progressive taxation;
- Bi- and multilateral agreements on tax are influenced to counter tax avoidance of multinational companies and a general race to the bottom;
- Governments are decentralised, transparent, accountable, participatory and effective in their planning and provision of public services;
- Local and national governments increase the quantity, quality and gender-responsiveness of public services.

4. Youth

We place youth at the center of our theory of change as we believe that young people are instrumental in developing solutions to problems people living in poverty face.

The overall goals in 2017 will be to strengthen young people's capabilities to analyse, strategise and actively participate in democratic decision making processes on relevant policy issues through their organisations and movements. This includes policy issues relevant for our programme framework, but also agendas arising directly from our work with youth, such as education and youth unemployment. A key focus will be on youth unemployment. It will be a priority to continue analysing structural causes and barriers for employment, but also to document and harness ActionAid's work with skills training and social enterprise development.

The key focus on involving and mainstreaming the youth perspective in the governance programmes will continue in 2017, thus supporting young people in advocating for quality public services, redistribution of economic resources through fair taxation and space for public participation. In 2017 increasing our focus and ability to work with and support youth in movements and youth outside the formalised development sector will be a priority.

In addition to mainstreaming youth in all thematic programmes, AADK has four diverse but interconnected youth modalities. All four modalities are strategically 'framed' in relation to AADK's two thematic governance programmes (Deepening Democracy as well as Progressive tax and gender responsive public services). The modalities provide a platform for independent youth-led activities and youth policy agendas that are broader than the governance programme frame.

The four specific youth modalities are:

- Global Platforms
- Youth & Movements
- Beautiful Rising
- People4Change

Global Platforms:

The Global Platforms offer relevant youth led training to young people, who are organised in civil society organisations and social movements. The trainings at the Global Platforms are aligned with ActionAid thematic programme priorities. Also, the Global Platforms provide space and social laboratories, where young people can convene, innovate, test new ways of organising (e.g. in social movements) and pursue youth political agendas. Over the past six years, a total of nine Global Platforms have been established in Bangladesh, Myanmar, Jordan, Palestine, Kenya, Zambia, Ghana, El Salvador and Denmark.

Youth & Movements:

Youth form the forefront of many of the world's emerging social movements and hold a large potential for confronting the political status quo. In 2017, AADK will continued working with social movements, developing and testing ways and methods for engagement and support to youth movements. Young people from social movements will participate in activities at the Global Platforms e.g. cross movement learning sessions, trainings, campaigns and youth hub related activities.

Beautiful Rising and Digital Solutions:

In 2017, AADK is going to continue developing the Beautiful Rising toolbox (toolbox for creative activism) and the Global Platforms will further integrate it into their trainings and use it for inspiration for direct political activist action. In addition, P4C Advisors/Inspirators will also use the tools to support capacity development processes. In addition, AADK wants to continue improving the various (already developed) communication and digital learning platforms e.g. Global Change Lab and Network Tool Box that are relevant for both (digital) learning and networking purposes and to sustain the interaction between youth.

People4Change:

In 2016, the Advisors and Inspirators were placed according to the priorities set-out by the Youth Working Group, e.g. providing support to the youth pilot countries. The learning from the youth pilot countries has been used to further develop the ActionAid Internatinal (AAI) approach to working with youth and informed the new AAI strategy. In 2017, the Advisors and Inspirators will increasingly be strategically located in countries, where AADK also has a Global Platform and/or a special focus on Youth Movements.

Alliance building at global level:

In 2017, AADK will in addition to mainstreaming youth and the four modalities also prioritise our ongoing collaboration with Activista, external alliances and networks (e.g. Restless Development) and relevant social movements to influence relevant youth political issues e.g. at the UN General Assembly etc.

The outcomes and outputs are:

- MS/AADK will contribute to mobilising and connecting youth at national and global level in a mutual fight for democracy and fair redistribution;
- Young people are supported and mobilised to claim their rights and become active citizens;
- The Global Platforms are valued hubs for youth, connecting youth activists and social movements at national and global level;
- The Global Platforms capacity build and connect youth to fight poverty and injustice, creating concrete changes in communities and at national and international level;
- 90% of course participants responding in surveys report that they positively use their new knowledge and skills in their paid or voluntary work.

5. Engagement and Partnership with Business Enterprises and Danish/European Tax Policy Work

AADK acknowledges the potential of the private sector as an increasing and inevitable part of the solution as well as a possible problem for sustainable development. AADK approaches this by engaging with the corporates in a constructive and challenging way, providing positive examples and solutions. In 2015, AADK consolidated our position in the ActionAid Federation as an expert on responsible corporate behaviour, where we provided expertise both to countries in the Global South and the Global North on responsible business conduct. AADK is acknowledged by the private sector as a credible partner. Major companies like Arla, Dansk Supermarked, Heineken, Maersk, PFA Pension and others increasingly seek our input to their sustainable business strategies and efforts to do business responsibly.

The objective of AADK is to improve the catalytic effect of responsible business conduct on sustainable development. In doing so, AADK works to minimise the negative effects and increase the corporate sectors' positive effects on poverty eradication, human rights realisation and sustainability thus ensuring implementation of the international standards e.g. the UN guiding principle on business and human rights (UNGPs) and the OECD guidelines for multinational enterprises.

In 2017, AADK plans to continue our work in this field through research and advocacy as well as direct dialogue with major Danish and international companies and investors. Our aim is to enable a 'race to the top' on responsible business conduct by engaging with companies to develop demonstrably good practices as well to benchmark and highlight differences of performance between peer companies. Our point of departure will continue to be international guidelines for responsible business conduct, such as the UNGPs. We will also continue our dialogue with leading Danish and international businesses on responsible corporate tax behaviour as a key issue for sustainable development and human rights realisation. In 2017, we will look to get leading companies to publicly support tax transparency and inclusive global tax reform. We will also continue to support southern ActionAid affiliates looking to raise the debate about what good looks like in corporate tax behaviour. In 2017, AADK plans to continue much of the work initiated within the previous years on tax matters. This work revolves around transparency, where we will continue to lobby governments and regional bodies (including the EU) to support public country by country reporting (i.e. all companies, including multinationals would make public their financial reports).

We also plan to continue our work against what an increasing number of leading economists denote the 'race to the bottom' on a number of areas such as harmful tax competition, corporate income tax rates and double taxation treaties. We have built up knowledge over the past years in these areas and actively support our partners in their work and in Federation-wide initiatives by leading working groups on these themes, supporting research (both with human and financial resources) and by supporting advocacy initiatives and dialogues in countries.

The outcomes and outputs are:

- In 2017 AADK will engage in dialogue with at least 15 companies and investors on responsible business conduct, including respect for human rights and responsible tax behaviour, respectively.
- In 2017 5 major companies or investors significantly improve their corporate responsibility behaviour or performance due to AADK's research, advocacy and direct dialogue.
- By December 2017, Arla Foods and PFA Pension are still considered by experts to be 'good practice' based – in part - on our constructive dialogue.
- By December 2017, AADK contributes to getting 5 major companies to publicly support mandatory Public Country-by-Country reporting to establish a level-playing field and fair competition on tax in their industry.

6. Exploring the Role of Governance Approaches in Situations Affected by Protracted Crisis

AADK has been present in the Arab region since 2005 focusing on youth participation, accountability and resilience building. In addition, AADK supported building of capacities at federation level on accountability in emergencies. This will be scaled up in 2017 with a focus on protection and empowering women in **protracted conflicts** as an entry point between humanitarian development and development work, enabling especially

women and youth to be active citizens/agents also in an emergency situation and play a positive role in creating prosperity. The emergency engagement from the Global Platforms in Myanmar and Nepal provide experience on how to harness youth leadership in emergencies.

In close cooperation with the ActionAid team on International Humanitarian Action and Resilience (IHART) and ActionAid Palestine, AADK will pilot activities protection, livelihood and resilience of women and youth affected by protracted crisis. An External Stock-taking review of ActionAid acknowledge the quality of the humanitarian work carried out by ActionAid. Protracted conflicts are typically rooted in fragile or failed states but with negative spill-over effects into neighboring countries – for example through a high influx of refugees and/or recruitment and terror activities carried by extreme religious or political movements – that tend to destabilize also the neighboring countries. Through a development approach, AADK will seek to create sustainable improvements in living conditions, opportunities and fulfillment of rights for especially displaced youth and women. This fundamentally requires a development approach that aims at strengthening community resilience and democratic governance by tackling the root causes of poverty and rights violations in situations of displacement, hereunder the rights of refugees to public services in their present host country. Special attention will be given to relations-building at community level, thus the interventions will target both host communities and refugees in order to minimise tensions and stigmas at that level. In addition, there is also a need to combine programme work at national level with wider advocacy and lobby efforts carried out at a global level to request international solidarity.

The work of AADK in protracted conflicts aims at enhancing stability and resilience, and building the agency and capacities of people in displacement for self-protection and possible future return. The intervention will focus on social cohesion, economic opportunities, democratic governance and protection efforts as possible key components.

In 2017, AADK will support concrete interventions in Palestine aimed at developing women-led community-based protection mechanisms with the active engagement of especially young women. This will focus on: access to legal justice, access to accountable gender responsive services, promotion of social cohesion and economic empowerment. This will build evidence, reflection and documentation for longer term programming and policy engagement. At global level, AADK will engage with e.g. the Core Humanitarian Standard on Quality and Accountability (CHS) rolling out of self-certification against CHS standards. At federation level AADK will support the further developing of trainings on accountability in emergencies and interventions in protracted conflict settings with a focus on women's protection and empowerment.

7. Our Work in Denmark – Communication and Broad Public Support

From the beginning, intercultural cooperation has been at the core of the work and identity of AADK. Information activities in Denmark on global issues, mobilisation and engagement of volunteers are not just an add-on to programme activities but an important goal in its own right. AADK plays a key role in enabling Danish civil society and individuals to engage in global issues. The theory of change of ActionAid with a key focus on solidarity is equally relevant for our work in Denmark, where we reached out to new groups in Danish society offering capacity building and facilitating intercultural meetings (det mellemfolkelige møde) aimed at creating social cohesion and understanding. Looking at the refugee crisis we see the mission and vision of AADK as more important and relevant than ever.

In 2017, we will continue our strong efforts in reaching out to new groups and establishing new partnerships building on the experience of the rights-based work in Denmark applying our participatory methods in socially disadvantaged neighborhoods in Denmark, and in training of staff and asylum seekers in Asylum Centres in Denmark, providing skills and capacities for empowerment and democratic participation. Furthermore, we will continue our collaboration with the municipality of Copenhagen and local public schools to build programmes of strong civic engagement amongst pupils under the broad umbrella of fighting exclusion and violent radicalisation

In 2016, AADK engaged in a partnership with Roskilde Festival. This provides an opportunity to engage in dialogue with the large number of participants at the festival on inequality and global issues under the umbrella of equal rights for all.

We are constantly innovating and developing models for engaging Danes in global issues and building solidarity (folkelig forankring), where we will further experiment with ways of combining off-line and online activities especially targeting a younger audience. Through our communication and volunteer engagement, we will continue to make global issues relevant to the Danish population, where we will have a key focus on tax, equality, women's rights and the SDGs. The learning site for primary and secondary schools on SDGs, developed in cooperation with UNDP, will together with broader communication activities be the platform for engaging the Danish population in discussion on the SDGs. AADK has a strong tradition for involving our partners from the Global South in our communication work. In 2017, we will continue the campaign where young activists from the Global South travel across Denmark debating global issues.

We will also further strengthen communication using our "Globalhagen Hostel" as a hub for global cultural events and political debates. The Hostel is run by Danish and international volunteers. During the last years, AADK has been active in the struggle for global fair taxation, where e.g. the various research reports AADK and AAI have produced, provides us with an important platform for communication, advocacy and campaign activities. We will put a strong effort in positioning AADK as one of the sharpest and clearest voices on fair taxation, where especially our work on responsible corporate behaviour has given us a key position in ActionAid International and in the broader dialogue on CSR (see more under the section on Engagement and partnership with business enterprises). In 2016, fair taxation has moved up on the public agenda. We will use this momentum to strengthen both online and offline activities and to secure a higher presence in public debate documenting the importance and results of the activities on fair taxation in the Global South. In 2016, more than one thousand volunteers travelled with our Global Contact programme, where many of them subsequently became volunteers. In 2017, we will strengthen the possibilities for volunteers coming from cities outside Copenhagen to engage.

8. ActionAid International Strategy and M&E

ActionAid Strategy Process

In December 2015, the ActionAid General Assembly decided to shorten the strategy period and start the process of developing a new strategy in 2016. Part of the reason behind the decision, was a wish to react to the fast changing political context with e.g. migration issues appearing higher on the political agenda. The process opens a number of spaces for dialogue and inclusion and AADK has been well placed to inform and influence the strategy, both as i) an individual member of the Federation, ii) as lead and chair of some of the key strategic platforms in the Federation, including the International Platform on Democratic Governance and the Youth Working Group, and finally iii) as member of the core strategy drafting team. The strategy will be finalised and approved by the ActionAid Board in December 2016. 2017 will be an important transition year at federation level and a year for revision of the AADK strategy, including our role, focus and key contribution within the Federation.

The current draft of the new AAI strategy continues its vision of an equitable and sustainable work in which every person enjoys their right to a life in dignity and its mission to eradicate poverty, injustice and inequalities, by working with people living in poverty and exclusion, people's organisations, activists and movements. The key thematic focus areas of the current draft include Rights, Redistribution and Resilience. Key for the *Rights* focus is civil and political space and women- and youth participation in governance. *Redistribution* focuses on employment opportunities and decent work, access to gender responsive public services and financing through progressive taxation. The focus for *Resilience* is climate, the leadership of women and youth in communities affected by disasters or conflict, and their involvement in constructive resolution of conflict and creating democratic, just and resilient long-term solutions.

The existing strategy draft reflects and strengthens AADKs priorities, as well as our current competencies on public service, governance, tax, democratic space, youth and alternative forms of political mobilisation, but also

presents new and relevant opportunities for engagements on work and unemployment, governance in conflict, migration and displacement, climate and resilience.

Throughout the last year, the M&E Unit of the International Secretariat has been hosting a debate about our current M&E setup aimed at drawing lessons-learned for the design of the M&E frame for the new strategy. The debate was based on a thorough consultation that also included external stakeholders and communities. The conclusions pointed to a too high emphasis on reaching the numeric targets set in our global strategy, falling into the trap of aggregating data across countries without being sure that we were counting the same way. Also, our Theory of Change was seen as too broad and need to be further contextualised.

Based on these findings, an effort is being made to build a coherent M&E approach to the new strategy, which will enable us to define what we are able to measure on a global scale – and what will only be measured nationally. There are also discussions on developing of a global Theory of Change, which should then be contextualized in each country and each programmatic theme, enhancing the possibility of testing our Theory of Change in order to understand and improve our contribution to change – both in terms of change processes and, ultimately, changes in people’s lives.

9. Risks and Challenges

Risks relating to results on deepening democracy and engagement with social movements:

Many governments in focus countries have demonstrated a trend towards restricting political space in recent years, which is counter to the programme objective. This will be mitigated by providing alternatives to government, and supporting organisations with creative techniques for campaigning and advocacy for democracy even in restricted space.

Risks relating to tax and gender responsive public services:

There is a risk that general economic conditions and a narrative regarding austerity as a policy response will restrict space to advocate for progressive taxation and expanding government budgets. ActionAid will mitigate this by making direct links between tax policy options and the implications and benefits for improved gender responsive public services for both citizens and their governments.

Risk relating to transition year:

There is a risk that ActionAid management will direct attention to the transition related to the new global ActionAid strategy and re-alignment of structure and programmes at the expense of programme implementation. AADK has mitigated this by starting programme planning for 2017 early with full engagement of all partners, ensuring high prioritization of implementing the activities. The programme is evolving based on refocussing well-established threads of work within ActionAid and not introducing completely new areas of programming.

Part 2: Results Report

Table of contents

1. Introduction	1
2. External Reviews and M&E Approach	1
2.1 AAI Stock-taking/External Review	1
2.2 M&E	1
3. Our Programmatic Approach	2
3.1 The AADK Modalities	3
4. General Overview of Results	4
5. Democratic Governance – Progressive Taxation for Progressive Public Spending	4
5.1 Shrinking Political Space	6
5.2 Fair Taxation	6
5.3 Gender Responsive Public Service (GRPS)	9
6. Young People as Change Agents	24
7. Our Work in Denmark	28

1. Introduction

As outlined in the Strategic Plan for 2015-2017, the priorities, programme implementation and subsequent reporting is centered around youth and the two key priorities set out under the Democratic Governance Platform, namely gender responsive public services (GRPS) and fair taxation. Youth is reported as a cross-cutting element under the country sections as well as a standalone strategic objective. The Result Report 2015 is hence illustrating the increased strategic focus that has been developed during the past years, where the reports were previously structured according to the AADK Strategic Objectives.

2. External Reviews and M&E Approach

2.1 AAI Stock-taking/External Review

In December 2015, the AA general assembly decided to shorten the strategy period and start the process of developing a new strategy in 2016. Part of the reason behind the decision, was a wish to react to the fast changing political context with e.g. migration issues appearing higher on the political agenda. As input for the new strategy, an External Review/stock-taking was carried out. The Review provides important documentation of the results that AADK was part of contributing to, as well as learning for future programming.

The main conclusions from the External Review are summarised in this section, where the specific issues are presented across the relevant sections. The report states that that: *“It is impressive how widespread the understanding of a human rights based approach is across the Federation. Clearly the capacity building unit and other colleagues have been successful in communicating the “how to” of the HRBA.”* The head of the AAI Capacity Building Unit confirms the key role that the AADK capacity building modalities have played (Training4Change and People4Change). The HRBA Advisors supported HRBA programme alignment, national level HRBA training and facilitating knowledge sharing at federation level, thus facilitating a common approach to HRBA across the federation. The Inspirators have, through placements at local level, ensured integration of the HRBA approach in practice at local level. However, the stock-taking report also points to a need to take the HRBA approach to the next level, by enlarging the conceptualisation to include not only the state as duty-bearer, but also to include e.g. corporates and how to hold them to account. In this regard AADK has been successful in engaging with corporates, pushing for more responsible business behaviour. This is also acknowledged at federation level, turning to AADK for inspiration. Furthermore, the External Review suggests looking into the structural power and e.g. marginalised groups that hold no citizenship. The various forms of power will be a main entry point in the new strategy.

The focus on governance and participation was found very relevant, stressing that the most critical factor is *how* development is done, where the bottom-up reflection-action and local rootedness was found to provide a very relevant model on *how* development is done. However, the External Review stresses the importance of developing models of how scaling is taking place. This points to the importance of the local to national focus and how to further bring this up to a global level.

In brief, the External Review sums up what ActionAid can be proud of: deeply rooted programming and genuine bottom-up planning and programming derived from dialogue with communities; how the HRBA approach is communicated across the Federation and is integrated in implementation; strong commitment to women’s rights – both in programming and internally; the growing ability to mount effective global campaigns; an exceptional commitment to learning and self-reflection; AA is recognised by external partners as an activist organisation that stands in solidarity with the most marginalised groups in society and has the ability to connect with both radical movements as well as governments and international bodies like the UN and command equal credibility with all of them. The main criticism is that ActionAid has challenges in articulate impact at macro-level, and thus needs to define a M&E system that can capture this; that there is a need to focus and a need to manage the growing Federation and the broad set of identities and thus clearly positioning ActionAid.

2.2 M&E

In 2015, AADK continued to pay attention to strengthening the M&E systems – both the M&E system of AADK and providing support to M&E at federation level. In 2015, ActionAid initiated a “political debate” on our approach to M&E, which included a thorough consultation with a wide range of stakeholders within and

outside ActionAid. This process aims to draw lessons from our current practice in order to advance our M&E approach for the new strategy.

In addition to the on-going M&E activities the following new activities and dialogues were undertaken in 2015:

- The AADK Accountability Unit with responsibility for planning, monitoring and reporting was established in 2015. All teams have been supported in develop project descriptions, set targets and milestones, which are then used to track progress in internal reporting three times annually. The internal reports provide an important overview and basis for management decisions.
- The process for planning and setting targets on partnership country programmes was enhanced, by e.g. introducing a new and improved format, where the interventions and targets originally set in the Programme Objective Plans are reassessed and the T4C and P4C strategically integrated. This will further strengthen the tracking of progress against targets.
- The M&E frame for the Global Platforms has been strengthened with a key focus on documenting results at outcome level, as well as deepening the learning environment at the Global Platforms. Tracer studies have been introduced as a new M&E feature. The Platform in El Salvador and Bangladesh are using “certificates after action”, where the participants are not given their certificate before they have applied the knowledge gained from the training. This will be applied at all Platforms. Changes stories have consistently been used to document results of the training. With the strengthened M&E frame the change stories have a clear place in the wider methodology. The already existing M&E activities (data on participants, organisations, end of course surveys and 6-month post trainings surveys) are, together with the new features, being tied together in a more comprehensive frame, where annual reflection and learning meetings will be held at each of the Platforms. The M&E frame was developed in a participatory manner involving key staff from the Platforms.
- AADK has been in dialogue with the IS Planning and Reporting Team about the possibilities of getting the reports from partnership countries through Mirashare – the global online reporting system. Due to the upcoming development of the new global strategy and M&E framework, a decision was taken to postpone the integration of the systems. In this regard, it is important to notice that the reporting through Mirashare and the reporting to AADK is not double reporting as such. The reporting to AADK is also used by the countries for their global reporting in Mirashare.
- All partnership countries report using the Global Monitoring Matrix agreed at federation level. AADK is in an ongoing dialogue with the partnership countries on their data collection and reporting.

Lessons learned, deviation and challenges:

- The External Review stresses the need to collect documentation and stories of community and society level changes, and downscale the focus on numbers at output level. This is in line with the outcome of the internal AAI political debate on M&E, and will thus be reflected in the new M&E frame.
- Danida pointed to a need to more clearly define the overall assessment categories (high, medium, low) according to which the performance of the partnership countries is evaluated. Along the same lines, the External Review points to a need to more clearly define well performing countries and poorly performing countries. This will be reflected in the reporting from 2017, where the programme design will be framed as a multi-country programme.

A brief on Value for Money (VFM) was approved by the ActionAid International Leadership Team in 2016 and the VFM will be rolled out within the new M&E approach due to be developed by December 2016. The VFM approach is developed in a way that captures complex and non-linear social change pathways, building on methods such as the Basic Efficiency Resource and the Most Significant Change. As part of the ActionAid new strategy and M&E approach AADK will integrate the reporting on VFM.

3. Our Programmatic Approach

In 2015, AADK continued to strengthen the approach and thematic direction that was set out with the delegation of responsibility to AADK of the Democratic Governance work at federation level. The thematic priorities are progressive taxation, gender responsive public services (GRPS) and Shrinking Political Space. Apart from the thematic priority areas under Democratic Governance Platform, a key focus is developing and sharing of tools and methods.

As outlined in the Strategic Plan and Result Report 2014, an **HRBA approach** has been integrated across the programmes and activities and does not any longer have the same role as a stand-alone objective with its own activities as in recent years. The success of this is clearly acknowledged by the External Review team.

As outlined in the Result Report 2014, the AAI **partnership** policy and the Youth Communique stresses the importance of reaching out to a wide range of relevant organisations and being a connector, facilitating coalition building and networking. Examples of how ActionAid take on this role is outlined in the reporting from the partnership countries and from the Global Platforms, where the role as youth hubs, bringing together and creating partnerships with youth groups, movements and activists is being further highlighted. The country sections also provide various examples of ActionAid engaging in partnership with governments – e.g. in Myanmar and Nepal.

In 2015, ActionAid had an increased focus on engaging in **global partnerships**, building a larger constituency around key political issues. Together, Green Peace, Oxfam, CIVICUS, The Association for Women's Rights in Development (AWID) and The International Confederation of Free Trade Unions (ICFTU) and ActionAid signed an agreement to increasingly align our work both nationally and globally. As a first expression of this commitment, the organisations launched a joint policy statement at the World Social Forum in Tunis and facilitated a side-session on Shrinking Political Space.

ActionAid has a strong focus on **gender and women's rights**, where the External Review Team saw the women's rights work as strong and of high quality. The focus on women's rights applies to the governance work taking place at country level, and thus also to the AADK partnership countries. The work of AADK on GRPS has contributed to conceptualising a common approach to public services with a gender perspective, thus moving beyond merely counting the number of women getting access to public services. This has added a qualitative approach to ensuring that the public services are reaching the most marginalised. Moreover, in relation to organisational development internally, the External Review recognised ActionAid as a front-runner in promoting women's leadership.

AADK and ActionAid have a strong focus on **learning**, as the external review writes, "*ActionAid is undoubtedly an organization committed to learning and self-reflection.*" **Innovation** and learning often go hand in hand. An important feature of innovation for AADK is to engage in new partnerships, bringing together stakeholders in new constellations and applying well known methods in a new context. The training in Asylum Centers and the rights based work in Denmark, where we use methods for participation developed in the Global South, is an example of this. An example of cross-learning and new constellations is the needs assessment in the Asylum Centers being carried out by a staff from our programme in the Middle East.

Youth has a high priority for AADK, and in 2015 we focused on the following strategic interventions: i) getting youth high on the agenda at federation level, where important results were achieved (see section on youth); ii) pushing for youth being properly mainstreamed into the programme work at country level, including ensuring a close link between the Global Platforms and the ActionAid country programmes; iii) continuing to develop our approach and methods in relation to youth (Global Platforms, Beautiful Rising and Global Change Lab).

3.1 The AADK Modalities

The modalities of AADK (P4C, T4C, programme support and knowledge activities/developing and sharing of methods) is, as outlined in the Strategic Plan, increasingly being integrated and aligned across interventions and programmes, which has been one of the key priorities. In 2015, a new structure for placement of Advisors was introduced, the thematic focus given under the Democratic Governance platform provided the frame for the majority of placements and the working groups under the Democratic Governance Platform are approving all placements. In order to further increase the synergy, facilitate learning and conceptual 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. This means e.g. contributing to the development and sharing of

knowledge under the Democratic Governance Platform (networked toolbox at LRP¹ level), participating in curriculum development of courses on tax and GRPS at TCDC, participating as co-trainers on TCDC in-country courses, participating as experts and trainers at Global Platforms (see more examples of this in the section on Myanmar). Also the training at the Global Platforms are increasingly being aligned with the programmes of the ActionAid country offices, hereunder the governance programmes.

4. General Overview of Results

In the annex is an overview of results reported against key indicators. The following sections contains results related to the thematic priorities set out under the Democratic Governance Platform; results from partnership countries in terms of gender responsive public services (GRPS), tax and youth engagement; results in relation to youth as a stand-alone objective and finally the results of our work in Denmark.

FRAME - %								
Strategiske r	Virkemidler	Partnerskaber	Anden støtte til partnerskaber	Metodeudvikling og int. projekter	T4C	P4C	Arbejde i DK	Total
SO 1		20%	4%	6%	3%	9%	0%	42%
SO 2		9%	2%	3%	1%	3%	1%	19%
SO 3		2%	0%	0%	0%	0%	0%	2%
SO 4		0%	0%	2%	12%	3%	0%	17%
SO 5		0%	0%	0%	0%	1%	0%	1%
SO 6		0%	0%	1%	8%	4%	0%	13%
SO 7 & SO 8		0%	0%	1%	0%	0%	3%	4%
UN Volunteer		0%	1%	0%	0%	0%	0%	1%
Total		31%	7%	13%	24%	20%	4%	100%

The major change in the distribution of expenses between objectives is that more resources were allocated to youth (from 13% to 17%). Youth is a key priority for AADK and as described in the section on youth AADK has managed to push for youth to get a high priority also at federation level and be central in the draft for the new AAI strategy.

The examples from the partnership countries in terms of access to improved public service delivery, are illustrations of people that has been empowered through training and capacity building, which is then through campaigns and advocacy linked to the campaigns of others local groups, hence building solidarity for larger changes. The starting point for our interventions are the local community and most cases illustrates our local rootedness, which is then through coalition building and networks lifted up to district and national level. Some of the cases can at first seem insignificant e.g. in terms of the concrete number of people getting access to improved public service delivery; however, with ActionAid being present in a large number of local communities this adds up to a large number. This can also be seen in the overview of number of people getting access to improved public service delivery, where 487,800 people living in poverty got access to improved public service delivery in 2015, and during the strategy period 1,724,300 people got access to improved public services as a result of the contribution from AADK. Moreover, the people are empowered and encouraged to take further actions.

5. Democratic Governance – Progressive Taxation for Progressive Public Spending

The approach of AADK consists of various capacity and support modalities that are interconnected in a comprehensive approach aimed at empowering and capacity building marginalised people and their organisations to demand their rights and create changes. The contribution of AADK is capacity building through training (T4C) and placement of Advisors and Inspirators (P4C), as well as through programme support to governance programmes in the ten partnership countries (Kenya, Zambia, Zimbabwe, Bangladesh, Myanmar, Nepal, Uganda, Tanzania, Mozambique and Nicaragua).

¹ Local Rights programme (LRP) is the local structure of the ActionAid Programme. This is either organised as an ActionAid led office or local activities that are implemented through partners.

The objectives in the AADK strategy relevant for the democratic governance work are:

AADK will contribute significantly to achieving that by 2017, through holding governments and corporates to account, ActionAid has secured concrete improvements in the quality, equity and gender responsiveness in public services for five million people living in poverty.

AADK will contribute significantly to achieving that by 2017, people and their movements supported by ActionAid will have won significant victories in achieving fair redistribution of resources to finance public policies that reduce poverty.

The thematic priorities under the Democratic Governance Platform sets the strategic directions of the governance work in the partnership countries, placement of Advisors and the training at TCDC.

	Outcome	Key results and status 2015
Developing And Sharing of Methods	Best practice in promoting accountability at LRP level - Continue to strengthen, refresh and renew our signature strengths including our strong, rooted HRBA work at LRP level, and the ability to build on that foundation to influence policy issues at all levels	80 inspirational cases were documented and shared. Four trainings were conducted, training 80 facilitators, who will further share and use the tools. The online toolbox launched in 2016 had in the first months more than 200 users and 25 contributing stories. Additionally, the toolbox was presented at the AAI general assembly in June 2016. The networked toolbox has strengthened the Action/Advocacy element of the Reflection-Action circles and was much appreciated by the participants as a space for reflection on practice.
	Linking local action to national policy impact -Continue to strengthen LRP level work that builds participation and accountability by identifying and sharing best practices and approaches for claiming accountability linking local to national	A study of 32 cases from 11 countries were analysed and gathered into a synthesis report. The report has been shared through the networked toolbox and used as input the discussions of the new AAI strategy. In some of the countries the Advisors supported development of the cases.
Thematic Policy Areas	Accountability for gender responsive public service -Strengthening gender responsive public services, fighting commercialization and privatization, and improving social protection mechanisms	A conference also engaging external stakeholder were held in late 2015. This was an important step in creating a common understanding and approach to GRPS across the Federation. The countries engaged in the working group undertook national studies. Due to budget reductions the international Programme Coordinator was laid off, and the AADK partnership coordinator took over the responsibility. The most important results were: that the first steps were taken in defining a common approach to GRPS across the federation; that the AAI profile on GRPS has been strengthened both internally and externally; engagement with key stakeholders hereunder the chair of the African Union.
	Progressive domestic taxation -Advocating for national corporate taxation and general local tax revenues and making links between progressive taxation and improved public services	The activities were delayed, but is picking up speed in 2016. In 2015, national studies were commenced for 7 countries and an external expert contracted to facilitate a kick-off workshop in Zambia.
	Shrinking political space (SPS)	A survey among the AA countries on the status of SPS was conducted. This constitute a baseline and contribute to further

	-Campaigning and advocacy against shrinking political space and identifying alternatives for civic participation and activism in contexts of limited space	conceptualizing the extent of SPS. The survey revealed that 61% of the countries described the situation as deteriorating for civil society. An Advocacy Strategy and Position Paper was drafted and a training curriculum was developed in cooperation with TCDC.
	Decentralisation -Enhance accountability to those living in poverty through devolved governance. Document and share successful state practices in the design, administration and implementation of people-centred decentralisation across the Federation	Several of the AADK partnership countries engage in decentralisation at country level, where also best-practice have been shared between countries. However, lifting it up as a thematic policy area at federation level wasn't realised as planned due to lack of engagement and resources from the relevant AA countries as well as a realisation that decentralisation was very context specific thus the need for a common policy frame wasn't as emergent as first thought. However, decentralisation is a key policy area at country level and thus integrated in the governance work. Decentralisations is likewise relevant related to GRPS and pushing for gender responsive public services at local level.

5.1 Shrinking Political Space

ActionAid fully appreciates that to push back on the shrinking of political space requires a global response and solidarity across countries and regions. ActionAid partnered with CIVICUS and other organisations (see more under global partnerships). Because of our renewed interest and work under the Democratic Governance we are invited to participate in discussions at country level, regional level like the Economic Community for West African States (ECOWAS), the West African Civil Society Forum, and with the African Union and international through various UN mechanisms.

Lessons learned, deviation and challenges:

- The project on Shrinking Political Space has to a certain extent been approached in a similar manner like GRPS and progressive taxation, where also courses at TCDC has been developed. However, the approach has gradually been changed into a policy and advocacy approach with a focus on the context in which the governance activities are carried out. As state in the Strategic Plan, the activities will be framed as deepening democracy and closer integrated in the governance programmes at country level.

5.2 Fair Taxation

In line with conclusions from the Financing for Development Summit and discussions on financing of the SDG's, ActionAid sees taxation and redistribution as a key priority and essential in financing development and fighting inequality. ActionAid's approach to improving tax systems and responsible corporate behavior in a holistic manner.

Intervention level	Focus and activities	AADK support
National level work in partnership countries	National capacity building, mobilization, research, campaigning and policy work. The advocacy is aimed mainly at national governments as a means to ensure proper legal frame for fair taxation.	AADK provided programme support and capacity building through P4C and T4C, including the national Tax Justice Platforms
Progressive taxation	AADK supports and facilitates work under the Democratic Governance platform, which aims at bringing together national activities under a thematic frame.	The Democratic Governance Platform delegated to AADK has a key role in facilitating a cross national thematic frame for research, knowledge sharing and multi-country advocacy. AADK participates as an

		active member sharing and partaking in creating knowledge.
Multi-country tax campaign	Research and global advocacy and campaigning.	AADK provides financial support for the Global Multi-Country Tax Campaign, as well as professional input for the research reports, advocacy and campaign activities. The P4C Advisors e.g. supported e.g. advocacy related to the African Union etc.
Responsible corporate tax behavior	Research, advocacy towards the political level as well as direct engagement with corporates to promote tax as a key component of sustainable development.	AADK did research, campaigning and policy work in Denmark aimed at informing the general public, advocating for policy changes and responsible corporate behavior. Based on our national experience and results, AADK is a front-runner in the Federation providing key technical input for reports and advising other ActionAid countries on their engagement with governments and corporates. AADK also participates in the Tax Dialogue led by Oxfam-Ibis.

AADK focuses on linking the various levels and interventions outlined above, where the Democratic Governance Platform and the P4C Advisors provide an important link. The P4C Advisors have been crucial in facilitating national studies and advocacy linking up to global level, e.g. linking the national advocacy to the Financing for Development Summit and the AU Summit on illicit financial flows. The Global Platforms have successfully trained young people to campaign for progressive taxation and fair taxation at national level. In a cooperation between TCDC and P4C Advisors curriculum development and training on progressive taxation was carried out.

As described in the Result Report 2014, taxation is a technically complicated and politically sensitive issue, and thus a lot of learning and reflection has taken place along the way. Important steps forward have been seen as well as setbacks. In Zambia impressive results were attained in terms of higher taxation of the mining industries leading to increased public spending in educational sector (employment of 5,000 teachers), however this was rolled back after pressure from the mining industry. With the new President in place AA Zambia is pushing for the taxation on the mining industry to be reintroduced.

AADK specific contribution and influence at federation level:

- Partnership countries reports that the Advisors have been essential in reaching the results at national level e.g. by contributing to establishing and capacity building the national Tax Justice Coalitions.
- Linking the global and national tax campaigns through T4C and P4C, where the Advisors were engaged in curricula development and training at TCDC and subsequently rolled out the training at country level also in countries beyond their placement. The case from Bangladesh on youth engagement in advocacy for fair taxation (see annex) is a good example of local mobilisation, national policy work and linking up with the Global Multi-Country Tax Campaign. The T4C modality played an important role in this.
- AADK plays a significant role in putting responsible corporate tax behavior on the agenda at federation level, where the AADK expert on responsible tax has been a key player in the process. This includes producing seminal reports (Getting to Good), participating in policy debates also at international level and providing expertise and support to other ActionAid countries related to their dialogue with larger international corporates.

The most important results in 2015 related to fair taxation were:

- In 2015 ActionAid analyzed 500 double taxation treaties with low and lower income countries in Africa and Asia since 1970, which was published in the report “Mistreated – the tax treaties depriving the world’s poorest of vital revenues”. The work has been carried out by external researchers. The comprehensive report done by AADK on the Double Tax Treaty (DTT) between Denmark and Ghana in

2014 provided substantial ground work for this report. The report “Mistreated” and website was officially launched in February 2016 and thus advocacy around the report has been pushed into 2016. The research has already attracted substantial attention, where e.g. ActionAid were invited to hold a side-event at the conference of the African Tax Research Network and the African Tax Administrators. The report has been quoted by several national and international media, e.g. The Independent, Politiken and Lusaka Times. Furthermore, AADK was invited to a meeting with the Danish Minister of taxation with Oxfam-IBIS to discuss future DTTs with developing countries. This is a dialogue that we will continue.

- The work and collaboration between AADK and AA Ghana on the DTT has inspired the work of other ActionAid countries. Hence, AAUK went through a similar process with AA Senegal and AA Malawi. As a result, the opposition members of the UK parliament raised a series of questions. Activists in Malawi undertook a large petition that was handed over to the Minister of Finance. AA Zambia and AA Ireland also engaged in research and advocacy on DTT. The expert of AADK on DTTs provided support to the processes.
- The report “Getting to Good” on responsible corporate tax behavior was launched in November 2015. The report was done in cooperation with Christian Aid and Oxfam. The report moves beyond simply criticizing what is demonstrably poor behavior towards establishing a more constructive dialogue with major businesses setting out a vision for positive change. The report was launched in UK, Brussels and Bangladesh with participation of politicians, major businesses, experts and civil society. The report has been used as background material for a meeting of the EU commission tax good governance forum. The expert on corporate tax at AADK played a key role in producing the report and has advised AA Netherlands and AA Nigeria on their engagement with major businesses (see more under our work in Denmark).
- Research done under the Multi-Country Tax Power Campaign, revealed how the Australian uranium company Paladin has been exploiting loopholes in tax laws and has negotiated a huge tax break from the Malawian government, managing to cut its tax bill by USD \$43 million, enough to pay the equivalent of 17,000 nurses in Malawi. This resulted in 50 online global articles media coverage, and the Malawi Revenue Authorities have contacted ActionAid to ask for more information and have committed to look further into the case.
- At a European policy level an important result in 2015, was that country-by-country reporting in the Shareholders Rights Directive was adopted by the European parliament. This obliges companies to report their income in the country where the income was earned. This is crucial in enhancing transparency and thus the possibility to stop loopholes. The umbrella organization, EURODAD, that AADK is part of, was anchor for the engagement of civil society in the process. AADK lobbied members of the Danish parliament as well as Danish members of the European parliament. The next step is the final passing of the bill by the European Commission. In order to push for this, AADK together with 30 civil society organizations, signed a letter to The President of the European Commission, Mr Jean-Claude Juncker, regarding public country by country reporting.
- The External Review states that ActionAid has carved out a particular role by challenging global power, economic power and structural issues in ways that many of their peers have not managed or attempted.

Lessons learned, deviations and challenges:

- The various interventions on tax justice have not been sufficiently coordinated and interlinked, where the global campaign for tax justice could be linked better to national efforts on progressive domestic taxation. The campaign could build more solidly on the national and local work, thus building on the strength of AA by being more locally rooted. In October 2015 a meeting was held in Nairobi discussing how better to root the campaigns in local communities as well as discussing how to make the campaign less technical thus more appealing and accessible to a broader audience. The outcome was to pilot work linking the tax work more directly to women and the challenges they face because of lack of domestic revenue for financing of quality public services.
- As written tax is a technically complicated issue, and there is a need to strengthen internal consensus-building and build a policy story line cutting across programme work and campaigning defining e.g. our position on VAT and property taxes and the fiscal impact of this with a view on creating pro-poor

policies. The large number of poor and marginalised people earning their income in the informal sector also poses a challenge when working on progressive taxation.

- Measuring the result and the specific contributions of campaigns and policy work is a general challenge, and thus also for our work on progressive taxation. With campaigns both at national and international getting a high priority in the new AAI strategy, this is an issue that will be given attention in the next period.

5.3 Gender Responsive Public Service (GRPS)

By the end of 2015, AA Nigeria and AADK took firm leadership of the GRPS working group and pushed the process forward. GRPS is a key concept for ActionAid; however, a clear operational definition has often been lacking. A conference was held in South Africa in December 2015 bringing together ActionAid, partners as well as external stakeholders, such as representatives from the African Union the Chair of AU being one of the keynote speakers. This was the first important step in analysing learning across the countries and programmes and defining a common approach, including how GRPS relate to the strong women’s rights work of ActionAid.

Lessons learned, deviation and challenges:

- The tools for the networked LRP toolbox need to be adjusted to better reflect the gender approach to public services.

Nicaragua

Context and risk

The political situation in 2015 was affected by the elections to take place in 2016. The level of conflict between the opposition and the ruling party increased, and civil society and the media experienced restrictions on freedom of expression and citizens’ right to participation. Due to reduction in the Danida Framework budget, a decision was taken to close the programme in Nicaragua. AADK withdrawing their programme support unfortunately resulted in the closing of the AA Nicaragua office. Few donors have remained in Nicaragua and thus it has not been possible to find alternative funding. Happily, all local partners have been able to continue their work, capitalising on the capacity building that has been carried out. AA Nicaragua supported the establishment of an Activista network, which will continue to exist, linking up with the Global Platform in El Salvador.

Overall results – Nicaragua

AADK support in 2015	7,087,661 DDK ² . AADK financed the full governance programme.
Programme objective	People living in poverty especially women, youth and indigenous people have strengthened their capacities to protect their rights to advocate for an accountable government
Result of AADK contribution	10,650 people benefitted from improved public service delivery and 8,065 people were reached
Level of achievement	Low. The transition process in Nicaragua was time-consuming and delayed implementation of activities. In Autumn a decision was taken to close down the office due to reduction of the AADK framework grant.

In recent years, AA Nicaragua has been in a transition phase both regarding organisational set-up and design of the programme. With the decision in October 2015 to close down the programme, all processes were abolished and the last quarter was spent on phasing out. Due to this situation, the programme results were limited. Two concrete results in terms of improved access to public service delivery in the field of water and education were achieved in 2015 in the municipalities of San Isidro and Matagalpa; furthermore, an agriculture project was incorporated in the Annual Budget for 2016 for Sauni after pressure from community groups. Furthermore, indigenous groups successfully advocated for public security measures to reduce the conflict over land.

Lessons learned, deviation and challenges:

- The change process, including the redesign of the programme and alignment to AAI strategy, the phasing out of existing partners and engagement with new partners, went on for too long and

² This figure entails the direct programme support, the P4C placements and the Global Platform, if there is a Global Platform in the country

demanded too many resources. A lesson learned is that AADK should increase leadership of the process and engage more closely both in management and programme issues, not leaving it to new staff and partners that have not long been involved in the programme.

- Too many change processes were taking place simultaneously – redesign of the programme, local registration and integration in the ActionAid Federation.

Kenya

Context and risk

Devolution in Kenya came with high expectations from citizens, especially in relation to improved public service delivery and accountability. However, neither the structures, resources nor the political will were always in place to make devolution a reality. The participation of women through the not more than two-thirds gender principle saw little progress in 2015, and the Supreme Court extended the deadline for implementation to November 2016.

Overall results – Kenya

AADK support in 2015	8,458,358 DKK. The AADK contribution is 65% of the total budget 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.
Overall target 2015	30,000
Result of AADK contribution	64,150 people benefitted from improved public service delivery and 54,850 were reached
Level of achievement	High. A high number of people have experienced improved public service delivery compared to 2014. The citizens' forums provide an effective platform for further enhancing the accountability and access to better public services. Also important progress on progressive taxation were seen.

AA Kenya and partners made important steps regarding citizens' participation, accountability and access to improved public service delivery. AA Kenya has introduced citizens' forums, linking civil society platforms with relevant government bodies at village, ward and county level. AA Kenya closed and merged LRP offices and gave a larger role to local partners, especially strong women's organisations. Furthermore, the Citizens' Forums that have been introduced in Kenya will ensure a concerted effort of partners at local, ward and county level.

In Baringo and Busia, civil society platforms presented joint demands to the county governments. AA Kenya contributed to this by setting up CSO Platforms and providing training. Furthermore, a P4C Advisor supported the process. This concerted CSO effort has paid off in terms of increased budget in 2016 for the health sector, potentially benefitting 500,000 people. In Busia county the Citizens' Forum, mainly made up of poor farmers, together with other community organisations, staged public protests during the public budget hearings, demanding that livestock equipment, poultry vaccines and access to seeds and fertilisers be included in the budget. The government responded positively to the demands, which benefitted 24,000 people in 2015. Potentially, 600,000 people will benefit when it is fully rolled-out. AA Kenya and partners were calling for the government to prioritise Gender Responsive Public Services and women's participation, and radio and TV debates reached a large number of people. In order to mobilise and create new coalitions and constituencies around the women's rights agenda, capacity building of influential Muslim leaders (Sheiks) in Garrisa was carried out.

In order to overcome the capacity gaps in the local authorities regarding devolution, AA Kenya trained 200 local government officials. The number of people participating in interface meetings and budget review discussions is increasing and in 2015, 6,000 people participated. Partners and AA Kenya report that public officials are getting more responsive towards the communities, and that especially the social audits have a large effect since the officials know that they are under surveillance. AA Kenya and Kenya Primary School's Association supported parents in mobilising against the illegal school fees that prevented many children from attending school. This benefitted 14,900 children in Mombasa, Nairobi, Taita Taveta and Baringo counties.

Tax

The Tax Advisor has played an important role in mobilising civil society around the tax agenda. This entailed capacity building of staff and partners, establishing strategic partnerships with e.g. East Africa Tax and

Governance Network and Tax Justice Network Africa, coordinating the activities of Activista and AA Kenya and linking up all activities with the Global Tax Campaign.

Citizens are increasingly demanding greater revenue generation for public spending. An example of this is from Kilifi county, where the Citizens' Forum, in partnership with civil society organisations, filed a public litigation court case against Kilifi county government and the Raindrop Company accusing them of failing to comply with filing of tax returns. AA Kenya conducted a study on tax in Kilifi county and trained 20 chiefs, who have been key in supporting accountability of revenue collection. Young people trained at the Global Platform played an important role in the Citizens' Forum.

The extraction of oil in Baringo continues to be a sensitive issue as the County Government has not been able to release information on the cost of oil extraction or how much revenue is expected to be generated. Due to pressure from the Citizens' Forum, community representatives are now represented at all relevant meetings with Tullow Oil and the Government.

As part of the Global Multi-Country Tax Campaign, AA Kenya and Tax Justice Network Africa launched a report, documenting that Kenya lost over 13 mia. DKK between 2003 and 2008 through numerous tax incentives. The report gave rise to a broad media debate and was quoted in the Business Daily, and Kenya Revenue Authority committed to ending tax incentives. This has, however, not yet been translated into any specific change in policy. In order to push for this, AA Kenya and partners submitted an open letter to the East African Finance Ministers' Round Table. Activista has championed advocacy for tax justice, with the Good Governance Caravan reaching a total of 3,000 people. Activista forums, including social media, forums and budget review, were held at the Global Platform Nairobi, and then replicated in the counties with support from the LRP.

Youth

Apart from playing an important role in engaging the public in the debate on progressive taxation, youth has increasingly been engaged in the general governance work demanding accountability on youth related issues. After a training, 4 youth groups demanded transparency in allocation of the Uwezo Funds. As a result, a more transparent procedure was introduced and 100 young people got access to the funds. AA Kenya and Activista will see how to replicate this in other counties. A trainer from the Global Platform took part in the Democratic Governance LRP toolbox training, and the training will be rolled out by the Platform, thus linking the training at the Global Platforms to the Democratic Governance Platform.

Lessons learned, deviation and challenges:

- The Citizens' Forums have been a way to establish vertical and horizontal links between civil society and community groups creating links with the relevant authorities at village, ward and county level, thus ensuring county level advocacy. This coordinated approach, similar to the structure in Mozambique, has created good results in terms of improved public service delivery.
- Translating women's participation and representation into actual improvements in terms of public services has previously been a challenge for AA Kenya. However, the Citizens' Forum structure seems to be conducive to improving public services.

Mozambique

Context and risk

The political and economic situation in Mozambique is marked by political conflicts between the opposition party, Renamo, and the ruling party, Frelimo, the general economic recession experienced by most countries in Southern Africa, El Nino and the drought, as well as the discovery of oil and gas creating rivalry over resources. The conflict between the ruling party, Frelimo, and opposition party, Renamo, escalated during 2015, and violent and civil attacks were noticed in some provinces. Due to the tense situation, ActionAid and partners scaled down on public marches and large public meetings to a certain extent and focused more directly on reflection workshops, training and advocacy positions. In the first month after the election, there were signs that the newly elected president Felipe Nyusi was open to dialogue and engagement with civil society. However, by mid-2015, the political situation had returned to status quo. Despite the rather high economic growth rates of recent years, inequality is increasing and 10 million people out of a total population of 26

million live in absolute poverty. This highlights the relevance of progressive taxation and redistribution as one of ActionAid Mozambique's main agendas.

Overall results - Mozambique

AADK programme support in 2015	8,340,655 DKK. The AADK contribution is 78% of the total budget 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
Overall target 2015	137,971
Result of AADK contribution	71,500 people benefitted from improved public service delivery and 26,873 were reached
Level of achievement	High. Especially the work on progressive taxation showed significant results in 2015.

ActionAid Mozambique has, during recent years, developed a strong and well-designed governance programme, which is locally rooted with a strong bottom-up approach linking it to national level. A distinctive feature of the design of ActionAid Mozambique is the vertical and horizontal links for learning and information sharing. An example of this is ActionAid Mozambique's anti-corruption campaign, linking local monitoring and advocacy to national level advocacy, resulting, for instance, in all medicine being labeled, thus preventing illegal sale and corruption. This was reported in the Result Report 2014. Subsequently, monitoring committees with members from civil society organisations at district and provincial level have been established to continuously monitor and advocate against irregularities in the health sector. In 2015, 30,413 people got access to improved public service in the field of health.

The National Observatory³ is one of the platforms, that AA Mozambique and partners have used to raise issues at national level. AA Mozambique and key partners have, in general, strengthened their position and influence in relation to national policy processes, and regular meetings are held with the Finance and Economy Ministries. ActionAid Mozambique also participates in meetings of the Budget Commission in Parliament. An important achievement in 2015 was the adoption of the law on access to information, obliging authorities to publish relevant information, budgets, plans etc. AA Mozambique has pushed for the enactment of the law since 2009.

Tax

The National Transparency and Tax Justice Coalition is the focal point for civil society organisations working on progressive taxation in Mozambique. AA Mozambique plays an important role in the Coalition, and the Coalition has been trained at TCDC and is supported by an Advisor. Engagement meetings continued to be held with the Finance and Economy Ministry and Mozambique Tax Authority, with whom AA Mozambique signed a Memorandum of Understanding (MoU) in 2014 on transparency in relation to agreements with multi-national corporations. In 2015, the Tax Coalition was behind a report on illegal financial flows and tax evasion. In Spring 2015, the report was presented at a conference organised in cooperation with the Danish Embassy in Mozambique. The report gave rise to debates, also on national TV, where representatives for ActionAid were interviewed.

Supported by an Advisor, the "Journalist Transparency and Tax Justice Coalition" was established in 2015. Journalists were trained at TCDC and the coalition subsequently launched a media award. The winning article was on the mining industry in Nhumbir, where revenues do not benefit the local population. The topic has been taken up by other media and has given rise to a broad debate. Based on a training at TCDC, a five-day campaign event with debates, meetings, street theatre and radio/TV debates was organised. As part of the campaign event, more than 22,000 signatures were collected demanding fair taxation for financing of public education. This has gained political resonance at the highest level, and the President has promised better quality education. A national newspaper published an open letter from the Tax Coalition to the President, documenting the loss of 788 mio DKK in 2014 due to tax evasion on the part of multinationals. The Minister of Finance subsequently invited ActionAid Mozambique to a political dialogue and the government has

³ The National Observatory is a national government hearing structure for citizen's engagement

committed not to enter new double taxation agreements before the existing policy framework has been revised, and promised that civil society will be engaged in dialogue on the existing nine double taxation agreements. Moreover, the AA Country Director was invited by the new President to a dialogue on progressive taxation.

Based on the same structure, linking local level to national level, AA Mozambique is aiming for mobilisation and engagement of citizens in the demand for progressive taxation. As a result of capacity building undertaken by the Advisor, local partners are now more confident and are engaging directly with provincial governments to discuss progressive taxation and progressive public spending.

Lessons learned, deviations and challenges:

- AA Mozambique is a front-runner in relation to engagement of partners at all levels, linking local to national levels so that not only the governance programme, but all programmes, including child sponsorships, are implemented through local partners.
- The tense political situation in some areas, caused the partners and district platforms not to undertake the ordinary deep monitoring of the impact of public services.
- 2014 and 2015 were marked by political instability. However, AA Mozambique managed to take advantage of the possibilities that did exist, and e.g. pushed to get progressive taxation high on the political agenda and establish AA Mozambique as a key player in the field.
- Through openness and engagement, AA Mozambique is trying to maintain a constructive dialogue also with political opponents. This has required a good media strategy to avoid manipulation of information, misquotation and threats.

Tanzania

Context and risk

The election held in Tanzania in 2015 was seen by political observers as the most competitive and unpredictable in many years. However, the elections proceeded without violent clashes. The ruling party, CCM, maintained its majority in Parliament, but key figures in the previous cabinet were not reelected and many new government officials came into power, both from the ruling party and from the opposition. This, of course, affect the cooperation of AA Tanzania with officials, and increases the need for capacity building. Corruption continues to be a major problem in Tanzania.

Overall results – Tanzania

AADK programme support in 2015	3,977,511 DKK. The AADK contribution is 88% of the total budget 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.
Overall target 2015	60,000
Result of AADK contribution	13,900 people benefitted from improved public service delivery and 16,752 were reached
Level of achievement	Medium. The number of people getting access to improved public service delivery is low. However, important results were achieved on tax.

AA Tanzania went through an assessment of their Programme Objective Plan (POP) and the partners on the programme. This resulted in phasing out of some partners, mainly those with a less strong HRBA profile. This process delayed the actual implementation of activities into the second quarter of 2015.

AA Tanzania continued their work to support local partners and communities to monitor and claim their right to better public services. The authorities in Mbeya, Chalinze and Kibaha are, after pressure from citizens, now conducting village council meetings to plan and account for expenditures. These villages had not conducted village planning and accountability meetings for the past three years. Through leadership training for women conducted by the partner SHIVIWAKA, women are taking part in decision making bodies in their respective areas. As a result of advocacy undertaken by young women trained on accountability tools, the local government in Lushoto abolished illegal fees for health services. Lushoto and Bumbuli local authorities also implemented the 5% allocation of the total public budget for youth development, which had not been

implemented since the law was passed two years ago. And Kiteto local authorities provided space for the creation of Youth Councils at ward level.

Tax

The Tax Justice Coalition, in which AA Tanzania is one of the leading forces, successfully pushed for the Government to put an end to the extensive powers of the Ministers in issuing tax exemptions as the Parliament is now mandated to fully play its overseeing role. A concrete result is that tax exemptions to mining companies have been reduced from 17.6 to 9%. The Tax Justice Coalition is supported by a Tax Advisor, who has carried out capacity development, facilitated dialogue with the government, supported the partners in analysing the High Level Panel Report on Illicit Financial Flows and facilitated regional networking. The Advisor also provided technical support to curriculum development at TCDC for the Tax Justice course. Leading up to the Financing for Development Summit, Tanzania Tax Justice Coalition sent two open letters to the Minister of Finance, requiring the Tanzanian Government to end harmful tax incentives and restrictive tax treaties. After the Financing for Development Summit, the Minister for Finance called the Tax Justice Coalition to a meeting, where the government acknowledged the role of the coalition and agreed on future policy priorities. AA Tanzania participated in the 2015 Heads of State and Government Summit held in Botswana, where issues of tax justice and the fight against illicit financial flows were discussed. AA Tanzania and partners also managed to broaden the debate on progressive taxation, especially to include youth. Through Twitter (#NguvuyaKod #poweroftax) 396,500 young people were reached.

Youth

Several of the partners at local level have mainstreamed youth into their governance work. In Chalinze, child rights and advocacy for full implementation of free education have been part of the governance activities. The partner KINNAPA was engaged in establishing nine youth parliaments in Kiteto district. Activista, together with other youth organisations, successfully advocated for a National Youth Council to be included in the draft of the new constitution. Once the proposed constitution is voted through, young people will hold constitutional power to engage in all development decision making processes. AA Tanzania and Activista carried out a campaign on voters' registration and participation in elections.

Lessons learned, deviation and challenges:

- AA Tanzania experienced a high staff turnover in 2015, which affected programme implementation.
- The assessment of partners carried out by AA Tanzania revealed that not all partners had fully integrated a HRBA approach and were not entirely committed to do so. Some partners were subsequently phased out.

Zambia

Context and risk

Like Mozambique, Zambia is affected by the general economic recession in Southern Africa and the falling copper prices, which, combined with high inflation has jeopardised the otherwise promising economic prosperity. The impending drought is contributing to electricity problems and food shortages. After a longer period of illness, President Sata from the Patriotic Front died in late 2014. This created political instability and infighting in the ruling party. Interim elections were held in January 2015, bringing Lunga, also from the Patriotic Front into power. The new Constitution was passed, but without the Bill of Rights, as hoped for by civil society. The insufficient implementation of the Public Order Act and the lack of an Access to Information Law pose challenges for public participation. The Decentralisation Policy was approved. However, there is a lack of will from key government institutions to cede power and allocate resources to the local level.

Overall results – Zambia

AADK programme support in 2015	6,133,537 DKK. The AADK contribution is 64% of the total budget for the governance programme
Programme objective	240,000 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 in resource distribution and utilization.
Overall target 2015	60,000
Result of AADK contribution	23,500 people benefitted from improved public service delivery and 6,807 were reached
Level of achievement	Medium. Due to reassessment of the POP and change in staff actual programme implementation was delayed. AA Zambia continues to be a key play on progressive taxation

In 2015, AADK supported AA Zambia in revising their Programme Objective Plan (POP). This has strengthened the programmatic approach, and, based on the model from Mozambique, enhanced the local to national links, encouraging the engagement of civil society and Citizens' Forums/Citizens' Action Groups with relevant authorities at local, district and national level. With the support from an Advisor and through the Decentralisation Platform, AA Zambia and partners are pushing for the new law on decentralisation to be fully implemented.

Lack of cooperation between civil society organisations and the Government, especially the Ministry of Local Government and Housing and the Decentralisation Secretariat, was identified by AA Zambia. Based on this assessment, AA Zambia facilitated joint planning and implementation of activities between civil society and government. The voice and overseeing function of civil society are becoming more important, although their active role in the decentralisation process is being hindered by lack of qualified staff among the local authorities and reluctance of local authorities to fully accept civil society as partners.

After reviewing the service delivery in the field of agriculture, the community groups in Luanchuma came to the conclusion that the key problem was lack of representation. After advocacy, the citizens were allowed to nominate a representative to the District Agriculture Committee. As a result, allocation for pro-poor gender-balanced agriculture service delivery has increased by 28% from 2015 to 2016. The process was supported by an Advisor on Decentralisation.

As a result of training in accountability and monitoring, an internal audit was conducted in Nakonde District Council, where several cases of fraud were unearthed. The Citizens' Action Group has followed up on the cases by writing letters to the Council Chairperson and the District Commissioner. A case is currently in court and the group has been attending the court sessions. The group has received recognition in the community and has taken a leading role in ensuring that there is transparency and accountability in the local council. The process was supported by an Advisor and a locally placed Inspirator. The partner CSPR facilitated a coordinated approach by the civil society organisation to influence the formulation of the National Development Plan. This resulted in new Community Welfare Assistance Committees, which increased the accountability and citizens' participation. A new social cash transfer system was introduced. In 2016, this will benefit 62,000 people living in poverty, who will each receive US\$ 7 monthly and thus be able to invest in seed and livestock as a way to create a more stable living.

867 Community Facilitators underwent a refresher training on community score cards and budget tracking. A report was produced with the findings, which were disseminated to line ministers and referred to during council meetings. The Government has subsequently developed a strategy aimed at promoting a more diversified agriculture sector, thus ensuring fertiliser and seed provision to citizens.

Tax

AA Zambia and the National Tax Justice Platform are well-recognized key players in the field of taxation. As reported in the Result Report 2014, AA Zambia, in cooperation with partners, successfully advocated for policy changes resulting in an increase of 0.5 mia. DKK in revenues used for the financing of public service delivery. This was, unfortunately, rolled back by the President at the time, due to pressure from the Mining Industry. However, with a new President in place, AA Zambia saw the opportunity to push for this again and submitted various progressive tax proposals to Parliament and the Ministry of Finance in 2015. For instance, Action Aid Zambia, together with OXFAM and other civil society organisations, appeared before the Economic Affairs Committee of Parliament, presenting a proposal to revise the Mines and Minerals Act of 2015. Recommendations from the Civil Society Forum were compiled and the ActionAid Country Director presented the recommendations to the Minister of Finance. Two progressive clauses were adopted by the Government. It is expected that the Government will yield close to 2 mia DKK from mineral royalty tax in 2016, which will be spent on public services. The President has committed to establishing a taskforce to look at various government urgencies to curb tax related malpractices. As a result of the training, reporters and editors from different media houses have enhanced understanding of tax issues. This has resulted in a higher number of news items related to tax issues being published.

Youth

Activista was trained on campaigning skills and introduced to the Global Tax Power Campaign. In 2015, AA Zambia, AA Zimbabwe, Activista and various youth partners were engaged in dialogue and assessment of the possibility of opening a Global Platform in Zambia. The Platform was officially opened in May 2016.

Lessons learned, deviation and challenges:

- In 2015, AA Zambia experienced a change in management, with both a new Country Director and Head of Programme.

Zimbabwe

Context and risk

In 2015, the political and economic environment in Zimbabwe was characterised by the succession battle in Zanu-PF and a continuously deteriorating economic situation, including high unemployment rates and food shortage following poor harvests in 2014-15. The dissatisfaction with the ruling party and their lack of ability to live up to election promises manifested itself in public protests, which have escalated during 2016.

Overall results – Zimbabwe

AADK programme support in 2015	8,053,661 DKK The AADK contribution is 82% of the total budget 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
Overall target 2015	30,600
Result of AADK contribution	36,400 people benefitted from improved public service delivery and 27,249 were reached
Level of achievement	High. Even in the difficult political context AA Zimbabwe have managed to create important results especially in terms of accountability and citizens' participation.

Due to the difficult political situation and risk entailed in campaigning and policy work at national level, AA Zimbabwe and partners have mainly focused on engagement with authorities at local level. This has also entailed pushing for the implementation of decentralisation and of the constitutionally defined 5% budget allocation to local level governments. Several important achievements have been seen in 2015 in relation to accountability and citizens' participation: In Mutoko ward and in Buhera district, 21 village leaders are regularly giving feedback to the community on spending of the annual household levies; in Harare, the authorities have increased their information to citizens, by using National Radio and publishing a city newsletter and the Mayor of Harare started giving quarterly updates on the budget in response to citizens' request for information – to mention some examples. In other areas, the local authorities have been more reluctant to engage in accountability processes, e.g. in Epworth, which is controlled by the Zanu PF.

The accountability measures and citizens' participation have led to results in terms of improved access to public services. Public toilets in Maruza, Musasa and Damofalls have been constructed by public authorities, benefitting more than 2,000 people. A total of 12 boreholes were drilled in Epworth to alleviate water shortages, and 3 boreholes were drilled at Sunningdale Clinic, Mbare and Mabvuku benefiting a total of 5,380 people. The partner CHRA collaborated with the Zimbabwe Lawyers for Human Rights to force the City of Harare to reconnect water for residents who were unfairly disconnected in Kambuzuma. CHRA also assisted 70 residents of Harare in responding to the court summons on outstanding water bills. This has resulted in 55 withdrawals so far. The pressure from the National Coalition on prepaid water meters has caused all local authorities to put on hold the project of prepaid water meters. The partner BPRA conducted research on prepaid water meters, which is being circulated to all urban communities to mobilise citizens against the installation of prepaid meters. Also a door to door outreach was also conducted. For the first time, Bulawayo City Council had a Women's Budget Consultation Meeting and as a result took the initial steps towards gender sensitive budgeting, starting with 10% increase in the health and water budget. 31 Gender Watch Groups have led ward level processes developing priorities for public service in order to influence the 2016 budget.

Despite the difficult political situation and the strategic decision to mainly focus on local level, some results have been seen linking the local to the national level. 17 young women from Highfields took part in a consultation on the 2016 National Budget and their concerns became part of the consolidated report

submitted to the Minister of Finance. Supported by an Inspirator, the advocacy platform “Where Is My Public Servant” facilitated women in Umzingwane to escalate advocacy in relation to water supply from the local service providers to the Constituency Member of Parliament (MP).

The partner LGRG gathered 15 CSOs on the campaign on water and housing. The anti-demolitions campaign obtained a High Court order stopping the demolitions in Budiro, which ensured about 1,000 people the right to stay in their houses. The partner CHRA facilitated a peaceful demonstration against the demolitions and the proposed prepaid water meter system. The police refused to clear the demonstration and ward leaders subsequently organised local demonstrations. Demolitions in Kambuzuma, Mufakose and Budiro were stopped. Another attempt to demolish houses in Budiro was stopped for a second time as residents marched to the District Office. In response to the drought and flooding in 2015, an Emergency Response Advisor was placed in Zimbabwe facilitating the development of a strategy for resilience and emergency response.

Tax

As a first step in getting progressive taxation on the agenda, AA Zimbabwe and partners attended a tax justice training at TCDC, and are now supporting partners and communities in tracking public expenditures and revenue collection.

Youth

Several youth partner organisations were involved in programme work. An Inspirator supported the establishment of youth platforms for social accountability, where young women monitor and advocate for Gender responsive public services at local level.

Lessons learned, deviation and challenges:

- A continuous engagement with policy makers removes suspicions and allows for constructive and sustained dialogue in order to solve public service delivery challenges and other issues at local level. It is important to ensure that partners and citizens’ groups have a good understanding of the local government processes related to service delivery in order to find accurate entry points. However, this is often a challenge due to lack of information from public authorities.
- There is a need to further increase attention on reaching out to the younger generation because their voices are often unheard.
- In a political context characterised by shrinking political space, lack of information from authorities, rising level of poverty and where the majority of the population are finding a livelihood through the informal sector, it is important for AA Zimbabwe and partners to have a flexible approach so they can react to upcoming political and social issues such as e.g. the evictions and demolition of houses that turned out to be an important issue in 2015.

Nepal

Context and risk

The earthquake in Nepal added a further challenge to the already troubled political situation. The relief aid was to a large extent organised by local and international civil society organisations, as the Government seemed paralysed, thus the already low confidence in the political system reached a low ebb. The former participants at the Global Platform in Nepal and the umbrella organisation ‘Association of Youth Organisations Nepal’ conducted outreach activities on their own initiative, reaching remote areas with emergency aid. The growing anger against the Government was one of the contributing factors leading to the new Constitution finally being passed in 2015. This was largely seen as a positive step, but discontent in the Terai region led to partly violent demonstrations. The emergency period, (violent) political agitation and general strike affected the activities in several of the LRP and some of the planned national and local campaigns and initiatives had to be cancelled or reorganised into emergency response.

Overall results – Nepal

AADK programme support in 2015	6,457,713 DKK. The AADK contribution is 64% of the total budget 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 No specific targets were set for 2015
Result of AADK contribution	50,800 people benefitted from improved public service delivery and 89,673 were reached
Level of achievement	Medium. The reporting from Nepal has improved, however the general design of the programme with focus on engagement of local authorities and improvement of public service still poses challenges due to the lack of legitimate, elected local government structures. The engagement in the Poverty Alleviation Policy process is an important recognition of AA Nepal.

AA Nepal and partners have a strong focus on equal participation with a special focus on women and the most marginalised groups of society, e.g. the Dalits. Due to capacity building and advocacy undertaken by AA Nepal and partners, 5,126 people living in poverty were represented in formal and non-formal groups and committees such as Ward Citizen Forum (WCF), Integrated Planning Committee (IPC), Community Forest Users Groups (CFUGs), Mahila Adhikar Manch (MAM- Women’s Rights Forum), political parties, School Management Committees (SMC) and Parents Teachers Association (PTA). Among them, 1,034 have reached leadership positions, of these 47% were women. For the first time, Ward Citizen Forum coordinators in Golagunj and Uchidiha in Bara district have been selected through open elections. AA Nepal and the local partner Nepal Mahila Ekata Samaj (network of slum women advocating for safe shelter rights) have been empowering slum dwellers and the corresponding Ward Citizen Forums. In Bansighat, one of the slum areas of Kathmandu, four citizens became members of the Ward Citizen Forum and successfully pushed for a community building to be included in the annual budget. Through committees, community members have been able to raise concerns and to influence budget allocations. 11,220 people living in poverty have actively participated in developing plans and proposals to local authorities. Altogether, 1,428 proposals were submitted by people living in poverty and 786 were approved, benefitting 32,216 people.

AA Nepal and the partner HomeNet Nepal (HNN) cooperated with the Government on the draft for the Poverty Alleviation Policy. The draft has been submitted to the Vice-Secretary of the Ministry of Poverty Alleviation. The policy is under the process of approval in the Government Cabinet. The AAI external review team conducted field trips to Nepal and specifically singled out the role and partnership of AA Nepal with the Government on the Poverty Alleviation Policy as an important achievement in relation to influencing policies at national level.

Youth

A total of 2,333 youth activists were engaged in various advocacy events and campaigns on anti-child marriage, violence against women, equal wage for equal work, land rights and the rights of the untouchables etc. The national mobilisation of young people for the emergency response and the role of the Activista network, were a success in terms of building bottom-up local response to disasters. The Global Platform has played a crucial role in providing skills to young people on how to organise and campaign, which were applied during the disaster response.

Lessons learned, deviation and challenges:

- AADK and AA Nepal have been in continued dialogue about how to report consistently according to programme indicators, and continuous support is still needed.
- The challenge of AA Nepal in implementing the ‘Influencing Local Government’ component is still very real, since there are no legitimate, elected local government structures. However, with the new constitution, there is a chance that elections will be held in the coming year.

Bangladesh

Context and risks

During 2015, civil society in Bangladesh was under increased pressure and e.g. human rights activists were arrested. Moreover, Bangladesh has been struggling to deal with a rise in radical Islamic groups. Secular and atheist bloggers were brutally killed, which was officially condemned by the Government. The same Government has, however, limited the freedom of expression at the internet.

Overall results – Bangladesh

AADK programme support in 2015	3,248,294 DKK. The AADK contribution is 73% of the total budget for the governance programme
Programme objective	By 2018, 125,000 people living in poverty get access to gender and climate responsible public services by holding government accountable through an enhanced revenue and decentralized budgetary framework No specific targets were set for 2015
Result of AADK contribution	24,300 people benefitted from improved public service delivery and 58,525 were reached
Level of achievement	Medium. The number of people getting access to improved service delivery is significantly higher than last year. The work on progressive taxation is taken off speed, where especially the mobilisation of has been successfully.

AA Bangladesh are mobilising people living in poverty at the local level to engage with the Union Parishads (lowest tier of local government). Community members were often not involved in the planning and budgeting processes although it is mandatory by law. Through capacity building training and various campaign activities, community members have become aware of their rights and are holding local service providers accountable. The needs and priorities of the communities were included in the Union Parishad's budget through open budget discussion.

This led to concrete results in terms of access to public service delivery. In two Union Parishads, 22 community priorities were incorporated in the budget. In 27 villages, 127 sanitary latrines were built. One community clinic was renovated and a medical camp was constructed to mention but a few examples. Monitoring in the health sector resulted in 7,507 people getting access to quality health services as doctors are present according to their schedule, medicines are available and charging illegal user fees was stopped.

The partner organisation AVAS facilitated formation of three community watch groups and supported them in monitoring the quality of education in three primary schools. As a result, the quality of education improved and the dropout rate decreased. As a result of a social audit and public hearing process conducted by the partner Nari Moitree, the authorities removed a 25 years old garbage storage unit in front of a primary school. The partner organisation USS Dacope conducted a participatory and open budget consultation resulting in the social safety net budget being increased, and corruption related to the allocation of social safety benefit cards being revealed and stopped. The partner District Budget Movement (DBM) linked local monitoring to national level advocacy supporting the parliamentary Caucus in their move to hold three regional pre-budget discussions with key stakeholders. These culminated in a national pre-budget discussion organised jointly with the Caucus to capture citizens' needs around budget 2015-2016, bringing together 800 people from all over the country.

AA Bangladesh has been active both in the working group under the Democratic Governance Platform, on the networked tool box and progressive taxation. AA Bangladesh hosted an LRP networked toolbox course with participation from both Myanmar and Afghanistan. AA Bangladesh has also been instrumental in building the structure for the networked toolbox and has been sharing cases.

Tax

In 2014 the first steps were taken to put tax on the public agenda. This successfully picked-up speed in 2015. The District Budget Movement (DBM) has been partnering with AA Bangladesh in recent years on governance and is now also incorporating progressive taxation in their work. DBM organised 51 meetings, workshops and street actions at district level on taxation and fair allocation of budget.

Through partners and the Global Platform, a broader constituency has been built around the tax justice agenda. In cooperation with the Teachers Union, 24 teachers were trained on progressive taxation for the financing of quality public education. Subsequently, 12 community consultations were held to engage the communities and explore the link between local and national level campaigning on progressive taxation for the financing of quality public education. 37 young people were trained and subsequently formed a Tax Justice Youth Campaign Group consisting of 140 young people from across 6 districts (Barisal, Rangpur, Pabna, Khulna, Jamalpur, Savar, and Dhaka). The group collected signatures, which were submitted to the Chairman of the National Revenue Board (NBR). The participants trained at the Global Platform have been successful in linking

tax with access to free quality education and have thus provided strategic entry points, acting as a connector mobilising various youth movements and youth groups around the agenda on progressive taxation. As a culmination of a nationwide campaign, a national level policy dialogue was organised to share policy suggestions on adequate financing for education and the right to quality education.

Youth

Youth has become a strong and integrated focus of the AA Bangladesh programme. This has mainly been facilitated and supported by the Youth Advisor. The Advisor supported the establishment of Global Platform and specific course development and facilitated strong programmatic links with the youth engagement strategies of AAB.

Lessons learned, deviation and challenges:

- The Bangladesh programme on progressive taxation, the training at the Global Platform and the research and advocacy conducted under the ActionAid International Multi-Country Tax Campaign have been closely interlinked and been mutually supportive in building the capacities to mobilise partners and getting progressive tax on the political agenda.

Uganda

Context and risks

The general elections in Spring 2016, heavily affected the political situation during 2015. Victimisation and persecution of individuals is unfortunately a reality in Uganda. An example of this was the apparent abduction and illegal detention of Norman Tumuhimbise a leading youth activist from the network "Jobless Brotherhood", which is an ActionAid partner and plays a prominent role in the AADK Project 'Beautiful Rising'. President Yoweri Museveni and his Government have adopted a series of laws which limit the space for civil society and public participation. However, an achievement in 2015 was that the Uganda National Youth Forum, of which AA Uganda is part, managed to ensure that new legislation did not affect already existing civil society organisations, which would otherwise have to re-register. The civil society coalition wrote an appeal to Parliament and also developed a position paper with a clause by clause analysis of the NGO Bill, which was submitted to the Committee on Defence and Internal Affairs.

Overall results – Uganda

AADK programme support in 2015	6,822,687 DKK. The AADK contribution is 35 % of the total budget 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.
Overall target 2015	The yearly target is 38.000 people who have experienced improved service delivery
Result of AADK contribution	192,600 people benefitted from improved public service delivery, 21,111 were reached
Level of achievement	High. A high number of people got access to improved service delivery and the work on fair taxation is progressing well

The largest number of people benefitting from improved public services was in the health sector, where 150,239 benefitted from posting of medical staff, renovating health facilities, improving staff attendance and abolishing illegal fees and sale of medicine. A concrete example is the community monitors rejecting the opening of a health centre in Osera which did not have toilets and placenta pits. The next day, a contractor was sent to the health centre to build the toilets and placenta pits. In Kyegegwa, the shoddy work of the reconstruction of the maternity ward was redone, benefitting 9,800 women.

A total of 278 monitors were trained in gender budgeting processes, local government planning process, financial reporting, monitoring and auditing. As a result, women councillors in Kitoba, Kigoroby, Kiziranfumbi and Buhiimba pushed for Gender responsive public services. A total of 30 schools and 30 health units were monitored, bringing out 22 issues for action.

AA Uganda and partners continued their strong focus on anti-corruption. Monitoring undertaken by the local partner RAC resulted in the arrest of a council chairperson, a district secretary, a treasurer of a youth association for mismanagement of public funds and a town clerk was suspended by the District Service

Commission to mention some examples. The partner UDN revealed illegal sale of medical drugs, resulting in the arrest of a shop owner. Subsequently, a reduction in the sale of government drugs near Iganga hospital was noted. The national partner coalition ACCU engaged the Medicines and Health Service Delivery Monitoring Unit (MHSDMU), who conducted investigations in Igombe Sub-county, leading to the arrest of two doctors, one of them being the Medical Superintendent, who were found selling government drugs to patients. Through the Education Sector Anticorruption Working Group at national level, ACCU raised the issue that the budgetary increase did not cater for monitoring and inspection of schools. As a result, the Ministry has put in place a comprehensive approach to school inspection. The strong anti-corruption work of AA Uganda and partners continued during the election period, with a focus on campaigning against buying of votes. This was widely covered by the local and national media and reached a large group on social media (42,037 were reached on Facebook and ACCU's tweets reached 18,965 with an average of 530 hits per day).

Supported by an Inspirator, the women engaged in the Pacego Women Club contested political seats in the elections. 150 radio spots with anti-corruption information were aired on 2 local FM stations, and on the national radio, Jubilee FM, a drama series and spots on anti-corruption were aired. 20 radio listening clubs were facilitated in Ogino, Kanyumu, Atatur and Mukongoro Sub-counties. The massive awareness campaign using local radios has reached citizens not previously aware of anti-corruption and their rights to free public services.

Tax

In December 2015, the Ministry of Finance nominated the AA Uganda partner SEATINI to coordinate civil society to discuss tax policies for the financial year 2016/17. Together with the partners UDN and CSBAG, SEATINI developed a position paper on the tax proposals for the FY 2015/16. The key recommendations were to curb illicit financial flows, plug tax leakages and fight corruption and misuse of tax payers' money and not to put heavy tax burdens on small businesses and ordinary people. The position was presented in a hearing in Parliament before the Committee on Finance and also presented to the media at a press conference. Furthermore, the Ministry of Finance invited SEATINI to participate in the development of policy framework of double taxation agreements. This was a result of a request by ActionAid and partners to be part of the process after submitting the double taxation treaties analysis conducted in 2014. An important result is that the Government has suspended negotiation of new double taxation treaties until a policy framework is put in place. A Tax Justice Alliance was formed and links were established with key stakeholders that included interface meetings with 500 district leaders and central government ministry and agency representatives. SEATINI, AA Uganda, Oxfam and Tax Justice Network Africa organised a stakeholders' dialogue on illicit financial flows and the post 2015 development agenda.

Youth

The youth leadership training focusing on leadership, monitoring and youth participation in the coming elections resulted in 19 young people running for positions. With the support of an Inspirator, Kapchorwa LRP has seen results in terms of Activista using social media and using creative innovative stakeholder engagement, which has earned the young people a lot of respect in the community. Facilitated by a Youth Inspirator, a youth parliament in Kumi was convened. The use of artistic means like extemporaneous speaking and debate has helped the young people who participated at the Youth Parliament to be confident in also raising their voice on critical issues. The communication Advisor trained Activista members and partner organisations on the use of social media. The result was a significant increase in traffic, most notable on Activista's Facebook page where the number of followers has tripled. Eight social media actions were undertaken, where Twitts were shared outside Uganda too. The Communication Advisor also helped KOCH FM's music studio to develop a donor strategy, hired volunteer producers for the studio and ensured studio time, which together created an income for 60 people living in the slum area. Musicians were trained in demanding social justice through music. 129 youth group members got access to credit schemes after monitoring pushed the District Government to take a zero tolerance approach to public servants managing youth entrepreneurial projects.

Lessons learned, deviations and challenges:

- With the budget reductions in the Danida Framework grant, AA Uganda had to decrease the number of partners. In order to uphold the strong advocacy position at national level, a decision

was taken to reduce the number of partners at local level. This makes the governance programme highly dependent on community groups at local level.

Myanmar

Context and risks

In 2015, the first free election was held since 1990. This resulted in the National League for Democracy winning the majority. Power was peacefully handed over in the beginning of 2016. With many newly elected officials in place the need for capacity building and dialogue is apparent. Some state and regions have seen violent conflicts also in 2015.

Overall results – Myanmar

AADK programme support in 2015	4,970,695 DKK. The support from AADK mainly consists of P4C and the Global Platform, and is thus not possible to measure up against the overall expenditures of the governance programme.
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	High. The government has to a large degree integrated the village books into their planning process. T4C, P4C and programme support is closely integrated and has mutually contributed to the results achieved. Especially the Advisors have contributed significantly to programme design which has created important results.

Myanmar is not a programme partnership country, but AADK has, over the years, provided various kinds of support to AA Myanmar. This entails placement of Advisors and Inspirators, support to the Global Platform and support to the governance work. The programme interventions are centered around empowerment of youth (fellows) and community groups linked to the village book process, which is a reflection, planning and action tool used at community level. It is supported by a fellowship programme, where youth are trained and act as facilitators in the local communities. Advisors have supported the implementation of the village book from different angles by building the capacity of fellows, local partners and AA staff. The initial training of the fellows is undertaken by AAM and the advanced TOT is conducted by the Global Platform. A key success is the buy-in from the Government to the village book concept, where the Government is mainstreaming the village book process and implementing the village books in another 1,000 villages. The Governance Advisor was key in facilitating the cooperation and buy-in from the Government.

The M&E system that has been developed with the support of the P4C Advisor. The next step in relation to the M&E system is to be able to capture the actual number of people benefitting from improved public service delivery, thus aligning with the AAI Global Monitoring Matrix. The Gender Advisor developed a toolkit for communities to discuss sensitive issues such as power relations and gender based violence. AA Myanmar has become a knowledge leader within gender and other international actors, such as Oxfam and UN, are now approaching AAM to e.g. use these toolkits. The programme in Myanmar contains good examples of synergies between the AADK modalities and how this has enhanced impact. The Advisors act as a technical resource for Global Platform on specific thematic courses – e.g. on feminist leadership, with the Gender Advisor providing support. The Village Books and Fellowship Programme is a best practice, which has to a large extent been professionalised and conceptualised with support from Advisors. Supported by the M&E Advisor, the village book concept has been shared at Federation level through the LRP best practice skills share. In 2015, AADK allocated a small grant for accountability in emergencies in response to the flooding, financing real-time research on flood response and accountability. The report was presented to at a high level policy workshop. Young people from 10 villages were also trained on leadership in accountability, subsequently establishing youth led village level disaster preparedness committees. Their perspective has been incorporated in the Government's disaster plans, and some villages successfully advocated for e.g. water ponds.

Lessons learned, deviations and challenges:

- The Inspirators placed in Myanmar faced challenges due to language and cultural barriers, and the placements were thus not effective. AADK is discussing if the Inspirator programme in Myanmar should be terminated or redesigned

Overall lessons learned, deviation and challenges related to the governance work:

- The Working Group structures newly created in 2015 successfully reflected the ‘networked federation’ model, especially with each group being co-led by a senior manager in an ActionAid country rather than an AADK project coordinator alone. The advantage was that staff with varied experience in programming countries across the Federation engaged in shaping the joint activities. However, progress on activities was uneven, with groups taking longer for research, policy analysis and development than anticipated, which had an effect on dependent activities such as advocacy and curriculum development. The lesson learned was also that a skilled project coordinator able to commit a high percentage of their time to ‘leading from behind’ is essential for progress – which led to fresh thinking on combining Danish staff time with some in-country dedicated staff time for project coordination in 2016.
- The path of internationalisation, transforming from a North led to a North-South Federation is acknowledged by the External Review Team, where AA is seen as a pioneer, seeking to equalise power between North and South. In this regard, the dual citizenship, where each AA country is an independent local vibrant actor and at the same time part of the international Federation, is seen as essential in relation to future performance and relevance. However, it has been pointed out that it would be beneficial to move the framing/discourse beyond North/South towards a focus on “collective power”. In this regard, the International Platforms are seen as a promising new structure creating a common approach and horizontal links. The External Review points out that introducing the new structure has been more time-consuming than initially anticipated and there is a need to move on from internal organisational focus to external performance and impact. This is a general conclusion related to all the International Platforms, where, as stated above, the new structure of the Democratic Governance Platform with a dedicated Senior Project Coordinator at AADK to drive the process forward has created results.
- The external review points to the dilemma of having global multi-country campaigns, like e.g. the Tax Power Campaign, where there is a risk that the global campaigns don’t always speak to the reality of the individual countries. However, having global campaigns has proven to be effective in raising regional and global attention to e.g. taxation; the future structure will to a large extent promote integrated planning, providing country ownership and linking the Global Tax-Power Campaign and the national work on progressive taxation under the Democratic Governance Platform.
- At the end of 2015, with the announcement of the reduction of Danida funds, several of the partnership countries were forced to phase out partners. Assessments of priorities and capacity of partners were conducted by the country offices according to the directions set out in the Programme Objective Plan (POP).
- The external review points to a dilemma between confronting unequal and unjust power, which ActionAid is well known for; on the other hand, ActionAid is becoming more successful in its policy engagement with governments, which could put its role as challenger at risk. The programme in Mozambique is a good example of how it is possible to bridge this dilemma and manage the risk. However, it is a point for attention that will also be part of the new strategy and the on-going assessment in the AA countries.
- Engaging youth in the tax campaign has been powerful and young people have taken up the issue and made the technically difficult agenda relevant to the general public, thus mobilising and pushing for policy changes. The Global Platforms have played an important role in capacity building and mobilising young people. The challenge is to balance engagement of youth in global campaigns that are to a large extent already defined and, on the other hand, support truly youth-led campaigns.
- The thematic priorities of the Democratic Governance Platform have been instrumental in creating more synergy between P4C, T4C and programme support. Through this, AADK has been successful in influencing the programmatic work at federation level by building a more integrated approach to GRPS and progressive taxation.
- The tools sharing and methodological development under the Democratic Governance Platform (networked toolbox at LRP level) is also picking up speed, seen in the number of people trained and number of visitors at the website. However, in 2017, attention will be paid to measure the effect on programme quality and, subsequently, impact at community level.
- Youth is increasingly being mainstreamed across the governance programmes, which will continue to be a key focus in 2017. This has also provided an opportunity for the Global Platforms to play a more central role, providing capacity development as input for the ActionAid programmes; Myanmar and Bangladesh are examples of this.

6. Young People as Change Agents

AADK will contribute to achieving that ActionAid mobilises 5 million young agents of change to join the struggle against poverty, supports youth organisations, and builds the capacity of young agents of change to campaign for a more democratic and sustainable planet.

A key achievement of AADK has been placing Youth as change agents high on the agenda of the Federation. In June 2015 AADK prepared and facilitated a federation wide meeting on ActionAid approach to youth work. As a result, ActionAid agreed on five principles to guide its youth work and established a Youth Working Group with the mandate to support learning, mainstreaming of Youth across programmes and campaigns, as well as the future strategic direction for the Federation on youth. The Youth Working Group is co-chaired by AADK, ActionAid Bangladesh and the International Secretariat. AADK has facilitated the role of the Youth Working Group through support from a Youth Advisor, facilitation and support from AADK staff and financial support for the meetings of the Youth Working Group etc. It was decided to support countries to undertake youth pilot projects defined according to the five guiding principles. The youth pilots are partly new activities and partly a new learning perspective applied on existing activities. This learning is feeding into the AAI new strategy. In 2015, AAI supported youth pilots in Pakistan, Zimbabwe, South Africa, Senegal, Gambia and Ghana. In 2016, AADK has directly supported and managed youth pilots in Liberia, Myanmar, Bangladesh, Jordan and Zambia. Also AADK (our work in Denmark) is a youth pilot on equal terms with other youth pilot countries

Apart from getting youth high on the agenda at federation level, AADK has pushed for mainstreaming of youth across programmes and campaigns. The Global Platforms play a key role in facilitating and supporting engagement of Youth in programmes, as well as Youth led policy agendas and spaces. Mainstreaming of youth saw some important improvements in 2015, which is reflected in the country sections. AADK contributes to the AAI strategic objective of mobilising 5 million young change agents, the specific targets for the AADK activities are defined in our strategy – see the annex for an overview of results against indicators and targets. As described in the section on M&E, efforts have been made to strengthen the outcome level monitoring especially related to the Global Platforms, where also the changes stories (see annex) saw a quality boost in 2015.

Under Strategic Objective 4, AADK has supported the following interventions/modalities:

- Global Platforms in El Salvador, Ghana, Kenya, Bangladesh, Nepal, Myanmar, Jordan and establishing of a regional Platform in Zambia covering Zimbabwe, Mozambique, South Africa and Malawi
- Global Change Lab
- Beautiful Rising (not funded through the Framework Grant)
- Support to Activista, hereunder support to the Youth Working Group at federation level (convening of meetings and a P4C Youth Advisor supporting the Working Group)
- Placement of Youth Advisors strategically linked to the youth pilot countries

An increased synergy between Activista, the Global Platforms and Beautiful Rising seems promising, where AADK has a strong role in developing methods for creative activism which are e.g. shared through Activista. A formal MoU has been signed between AADK/The Global Platforms and Activista. In many countries Activista constitutes an alumni network for former participants at trainings. Beautiful Rising and Global Change Lab are increasingly used by the Platforms and Activista as digital resource.

There is a closer integration and cross-learning between the Advisors in general and the youth related activities, where the HRBA, Gender and Tax Advisors are used as experts by the Global Platforms for curricular development and as experts at trainings. An example is from Myanmar, where the Gender Advisor supported curriculum development and training on GRPS and feminist leadership (see case in annex).

In 2015, the first steps were taken to open a Platform in Zambia, which was launched mid-2016. Due to budget reductions in the Danida Framework grant and the heavy workload of the Training Support Unit, the wish to expand into new countries (Mexico, Indonesia and Turkey) has been put on hold for the time being.

In 2015, the focus of the digital learning site, **Global Change Lab** was on the quality of the learning bits, and not quantity in terms of launching new training. AADK entered a partnership with Oxfam, where Global Change Lab produced and hosted learning bits for the Oxfam Tax Justice Campaign training. Gathering activists from all over the world the **Beautiful Rising** project has been an important step for AADK to engage closer with youth movements. This provides important learning as input for the new AAI strategy and for our further work with supporting youth in movements.

The national **Activista** networks engaged in and organised local and national events, as well as engaged in global events such as the United Nations General Assembly. Youth are also increasingly being engaged in the global campaigns of ActionAid – where youth had a strong role in the COP21. The engagement of youth in the tax campaigns at national level and the linkages to the Global Tax Campaign is also a good example of youth engagement and mainstreaming into global campaigns (see case from Bangladesh). Activista plays a vital role as training associates at the Global Platforms. And Activista is an important alumni network for the former participants trained at the Global Platforms. Also Activista act as a connector to different movements and campaigns, e.g. engaging in the Feesmustfall and supporting the Karting Youth Movement in Gambia.

A total of 23 Inspirators and 7 Advisors were placed to support youth engagement according to the direction set out by the Youth Working Group. In Liberia the Youth Advisor has played an instrumental role in terms of integrating the youth perspective in to the women’s rights and governance program. Also the Youth Advisor was facilitating sensitive discussions on LGBT rights and documented a best-practice on advocacy for LGBT rights. The Youth Advisor in Myanmar established and capacity build the youth team, and facilitated a strategy process integrating Activista, the Global Platform, the Adolescent programme, and the youth elements of the fellowship programme. The Youth Team was however dismantled, but the integrated youth approach is rooted across the AA Myanmar programmes, hereunder the close integration of the Global Platform into programmes. Also the Youth Advisor facilitated and showed by example a youth-led approach, which inspired young staff and partners.

The Global Platforms

We have trained and empowered young people to take actions, build networks and alliances, thus making changes in their communities and ensuring that the voice of young people are heard. In 2015, we trained 5,954 at the Global Platforms, reached and mobilised 116,332 young people as part of the youth hub activities and we reached 37,386 through step-down training. The innovative action-learning approach is appreciated by the participants, where the average rating of the trainings across the Platforms were 4,3 out of 5. The survey shows that 45,3 % applied the skills/knowledge very much, while 50,5 % applied the skills/knowledge to some degree. This is at the same level as in 2014. The enhanced focus on follow-up and support to participants after the trainings will probably be reflected in the 2016 survey. In El Salvador host organisation are invited for presentations of action plans at the end of the course. In Bangladesh the trainers provide mentoring and coaching after the training. Also the youth hubs activities are used to facilitate networking and support former participants in take action.

Have used my skills	2012	2013	2014	2015
In my work with local community	17%	20%	59%	60%
To empower other people	23%	27%	65%	60%
To create better leadership/management of CBOs	15%	11%	34%	33%
To enhance monitoring	8%	20%	45%	40%
To initiate new projects or programmes	12%	9%	40%	31%
To design or implement campaign activities	10%	6%	18%	15%
To enhance natural resource management and governance	3%	2%	10%	7%
For other activities	12%	5%	2%	1%

The survey shows that over the years especially the categories “in my work with local community” and “to empower other people” gone up. This is particular positive and confirms the contribution of the Global Platforms towards creating youth change agents taking action in their communities.

At an overall level 2015 saw a much closer integration of the Global Platforms and the AA Country Programmes. The next step is the country offices taking full ownership of the Global Platforms, where the role of AADK will be to provide expertise on learning methods, youth engagement and political activism. In line with the youth hub concept the Platforms are increasingly reaching out to strategically important youth organisations and movements. Also the Platforms are engaging in partnerships with various international organisations and donors, providing trainings and facilitating youth engagement.

Bangladesh

The Global Platform in Bangladesh opened in 2014, and is now well-established and closely integrated with AA Bangladesh. The Global Platform and AA Bangladesh youth team jointly developed a youth strategy. The strategy process was supported by the Youth Advisor and AADK. The GP has a strong cooperation with local partners and ActionAid at LRP level, where the local AA staff and partners support the participants to take action after the training. An example is two young people from a slum area who after the training, undertook a participatory research engaging 1,000 people in their community. The community members articulated health and waste management as key problems. The young people presented this to the authorities at a public meeting. As a result, the local government officials agreed to collect rubbish on a regular basis ensuring a cleaner and healthier environment. 38 young people were trained on tax justice. It's too early to talk about actual changes at outcome/policy level, but an important achievement is that youth engaged in the public debate on fair taxation (see annex with case stories). This also ensures a broader public constituency behind the tax campaign. Young people trained on feminist leadership took action against corporal punishment in the schools, and successfully pushed authorities to take action and enforce a non-corporate punishment policy in all schools in the district (see annex with case stories). Global Platform Bangladesh has established partnership with e.g. Plan, where they train young people to engage in campaigns and policy work against child marriages leading to national campaigns pushing for policy changes.

Kenya

Apart from the many Global Contact courses, the Platform in Mt. Kenya is a vibrant youth hub. The young people launched a campaign on access to water, where a policy draft was presented to the local authorities. The Global Platform in Mt. Kenya has been successful in providing training to external partners. The Platform in Nairobi did training for UNV, and engaged in partnership with Turning Tables (an international NGO using music and art to empower youth the raise their voice). The Global Platform in Nairobi had a change in management and problems with the premises, which delayed implementation of training.

Ghana

The Global Platform were in cooperation with AA Ghana engaged in establishing of an Activista Network in Ghana, which is an important step in creating a broader platform for youth mobilisation and pushing youth to become a priority for AA Ghana. Former participants launched a campaign aimed at improving the quality of education, hereunder ensuring access to quality teaching material. This was one of the first youth-led campaigns in the Northern Ghana, which directly addressed the government claiming quality public services, and was as such a success in raising the voices of youth (see annex with case stories).

Jordan

The Global Platform in Jordan is closely integrated with the AADK ARI programme (funded through DAPP). In 2015, Global Platform Jordan supported youth in the MENA area to claim their right to participation and take actions against poverty. Students from Jordan, who had been trained at the Global Platform, organised a 19-days strike against the raising the tuition fees proposed by the management of the University of Jordan. The proposal for raising the tuition fees were abolished and the Dean of the University fired. Young women mobilised thousands of youth around a campaign on women's rights. To enhance social cohesion and inclusion of refugees six local centers (outreach platforms) have been established reaching out to the most vulnerable groups, e.g. doing step-down training and undertaking various youth activities. Also the Platform did training on youth social entrepreneurship, resulting in establishing of several social businesses – e.g. a catering company employing women who has been victims of sexual harassment

Palestine

Discussions have been held with AA Palestine, AADK and the Global Platform on how to balance the programme work of AA Palestine and the more political youth engagement of the Platform. There is still work to be done in terms of conceptualizing a youth hub model that is applicable in the political context in Palestine. Overturn in staff and the general security situation has influenced both the training and consolidation of the Platform. However, with an experienced manager in place and a commitment from AA Palestine, the Platform is in a positive development.

Myanmar

The Platform train the youth fellows, who are the cornerstone in the programme of AA Myanmar. Also the Platform engaged in activities with external partners, e.g. the Danish Institute for Parties and Democracy training young MPs, candidates and political party members. The Global Platform also partnered with BBC Media Action to train and facilitate debates with young people and candidates for the 2015 election. This was covered by international media. An Inspirator successfully facilitated a partnership with UNICEF on adolescences.

El Salvador

In addition to engaging young people in events at the Global Platform, GLOBAL PLATFORM El Salvador has a "Youth hub bus", where they visit rural and remote areas engaging with young people. The GP El Salvador was part of a coalition under the national youth council, that organised a campaign on good governance that through workshops, debates, exhibitions and marches reached 100,000 people. The GP is increasingly being recognized regional and internationally, and has a broad network of partners from governmental institutions, social movements, NGOs and grassroots organisations. The Global Platform won a Human Rights award. Behind the award was the organisation for Ibero-American states, Integration of Central American States (SICA), the Ministry of Education in El Salvador, the National Youth Institute and the Bishop; representatives from the Global Platform participated in events in Mexico, Peru and Holland as role models on how to involve young people in public debates; and a partnership has been established with Oxfam.

Nepal

As a response to the earthquake, the Global Platform was closed and all staff diverted to disaster management activities for four months. The national mobilisation of young people for the emergency response and the role of the Activista network, was a success in terms of building bottom-up local response to disasters. The Global Platform had a crucial role in providing skills to the young people on how to organise and campaign, which were applied during the disaster response. A number of global trainings were diverted to other platforms in Asia (Myanmar and Bangladesh). The Global Platform develop a new flagship course on Accountability in Emergencies. This was coordinated with AA Kenya, who has been delegated the responsibility of accountability in emergencies. The course will be offered to countries across the Federation. With a continued focus on disaster management in Nepal and the cut in Danida Framebudget, it was decided to close down the Global Platform.

Lessons learned, challenges and deviations:

- The Youth Working Group provided a frame for connecting the youth activities across the Federation and gave strategic direction. However, there is still need for further definition of a strategic frame and clarification of the role and mandate of the Youth Working Group vis-a-vis the IS and country offices.
- Political activism which is key for the Global Platforms, are in many countries controversial and risky. Often the young people that are at the forefront of campaigns, demonstrations and political protests has been trained at the Global Platforms. But due to the necessity of the ActionAid Country Office still being able to operate thus holding an official registration, ActionAid nor AADK can publicly support the young activists taking larger political actions. In 2017, we will test and learn on how to documents and report the outcomes without jeopardising the safety of the young people nor the need for ActionAid to be able operate, also as a partner to the government.

7. Our Work in Denmark

Since the outset, intercultural cooperation has been at the core of the work and identity of AADK, where information activities in Denmark on global issues, mobilisation and engagement of volunteers are not just an add-on to programme activities. 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 2015 we had 14,151 members and 2,444 contributors; 1,114 active volunteers were engaged during 2015, 809 young Danes travelled to the Global South with Global Contact, and 4,484 young people were trained by the Global Platform in Denmark. The number of volunteers engaged is lower than in 2014; however, the number of people, including the people reached through our communication work and petitions, is much higher than anticipated. Our relevance in a Danish context the wish from external partners to cooperate with AADK – e.g Copenhagen Municipality, Asylum Centers, Youth Clubs etc.

We are constantly innovating and developing models for engaging Danes in global issues and building solidarity (folkelig forankring). 2015 saw some important results, with our communication reaching a much larger and more diverse group. An example is our electronic newsletter, which now reaches 98,000 subscribers, 6 times more than three years ago. Also the Super17 campaign focusing on the 17 SDG goals was a success communication-wise, resulting in 800,000 online hits.

Our work in Denmark is, in line with the strategy of AADK, divided into two objectives:

Objective 7: AADK will have a significant impact on Danish and European policy within our campaign areas, and we will strengthen cooperation between the Danish government and international civil society in matters of common interest.

Objective 8: AADK will ensure that Danes have an arena for action as global citizens and strengthen their engagement and involvement in campaigns aimed at fighting poverty and promoting sustainable alternatives.

The two objectives are mutually enforcing, and are to a large degree aligned with the global interventions, such as the Global Tax Power campaign, the International Youth Strategy and the AAI Partnership Policy with a key focus on ActionAid as a connector, reaching out to movements, networks and organisations. The policy work and research are informing the campaigns and communication, where one of the strengths of ActionAid is our ability to bridge high-level policy research and advocacy with popular mobilisation and engagement. Our campaign on the SDGs is a good example of how, through innovative campaign tools (Super17), online media outreach and learning materials (SDG learning site for secondary schools made in cooperation with UNDP, launched in 2016) as well as research and publications, we have made a more complex global discussion relevant for ordinary citizens.

Strategic Objective 7

The two big policy topics were tax and the SDGs. The international activities and results related to tax are described in the section on governance, thus the section below deals mainly with the policy work in Denmark on responsible corporate behavior.

The advocacy work of AADK related to responsible corporate behavior had a major breakthrough in 2015. Arla Foods officially committed themselves to undertaking human rights impact assessments before entering new markets in the Developing World. In Nigeria, Arla Foods also committed themselves to investing in local dairy sector and sharing knowledge with the local dairy industry and farmers. Since the report “Milking the Poor” was launched in 2011, AADK has been pushing for Arla Foods to act responsibly when entering markets in the Global South. Also PFA Pension excluded a company for not living up to the corporate responsibility to respect human rights when doing business in the occupied Palestinian territories, after a year of dialogue between AADK and PFA Pension. Both companies commended AADK for our professional and solutions-oriented advice in the process, seeing AADK as a critical friend. Arla Foods saw our constructive dialogue as important for the company’s efforts to move forward on responsible business behavior. Arla Foods gave the following statement in an article at ms.dk: “AADK has throughout the process challenged us in a highly competent manner. It has

clearly meant that our analysis of the human rights aspects in Nigeria and our work with the UN Guiding Principles on Business and Human has received a qualified boost."

The case on AADK/Arla Foods dialogue is considered best-practice internationally, and has been published in the annual report 2015 of the Mediation and Complaints-Handling Institution for Responsible Business Conduct, the OECD watch report, in an article at Swedwatch (research organization on sustainable changes) and on the Business and Human Rights Resource Center. Furthermore, the expert on responsible business behavior at AADK has been asked to give presentations at conferences and meetings e.g. at Copenhagen Business School, Aalborg University, Forum of Institutional Investors and Advisors (dansif), Mediation and Complaints-Handling Institution for Responsible Business Conduct, DanChurchAid, WWF and the 92-Group.

Also, ActionAid has been part of the broader movement/coalition pushing for responsible corporate tax behaviour, which has had a large impact on the way companies consider and do tax planning. AADK engaged in close dialogue with 20 major businesses in 2015, which is four times as many as planned. The AADK expert on responsible corporate tax behaviour was one of the driving forces behind the report "Getting to Good", and is one out of two spokes persons in AAI on responsible corporate tax behavior. AADK has thus played an important role in building the capacities and position of ActionAid on responsible corporate tax behaviour.

The SDG's was the other major policy area in 2015. The advocacy process leading up to the Financing for Development Summit in July 2015, where ActionAid among other things published the report "The elephant in the room", was the stepping stone for continuing the advocacy and policy work related to the SDGs in 2015. An important focus of AADK was to mobilise the Federation related to the SDG process, where ActionAid International previously focused more on e.g. G7 and G20. AAI has taken up a more proactive approach to the SDG process, and will in collaboration with AADK launch a report in 2016, which will be presented in New York during the week of the General Assembly of the United Nations.

Lessons learned, deviations and challenges:

- Documenting the attribution/contribution of policy and advocacy work is a continuous challenge. Many actors contributed to getting tax and responsible corporate behaviour on the national and international agenda, e.g. the investigative journalists disclosing the Panama Papers.

Strategic Objective 8

Most activities related to SO8 are reported in detail in the annex on programme and project related information activities/funds (PRO-midler). This section gives an overview and provides a broader overview at strategic level. The activities under SO8 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 raise funds for activities in the Global South.

The hostel Globalhagen and the training in Asylum Centres provided new possibilities for volunteers to engage, and as a result we saw the group of volunteers expanding and getting more diverse. International students, none Danish speaking young people and bilingual young Danes with a minority background joined the large group of volunteers at AADK.

AADK responded to the refugee crisis in autumn 2015, where we mobilised a large number of people through petitions as volunteers and trainers at Asylum Centers. AADK also hosted the umbrella organisation "Welcome to Denmark." The vision of AADK to be an open organisation, the AAI Partnership Policy and the Youth Communique all voice an ambition to engage with external partner and movements and seize emerging relevant agendas. Our engagement with Welcome to Denmark is a good example of this. At very short notice we organised a meeting, gathering 500 people representing smaller organisations and networks, groups of volunteers and key individuals that were engaged in the response to the refugee crisis. As an outcome of the meeting, "Welcome to Denmark" was formed as an umbrella for the many different initiatives. "Welcome to Denmark" got an office at AADK's Global Platform. "Venligboerne" also hosts a bi-weekly event at Café Mellemrummet.

During 2015 AADK organised 10 workshops at Asylum Centers with up to 35 participants at each. Staff from our programme in Jordan carried out a needs assessment at the Asylum Centers in Denmark, thus creating learning and sharing of knowledge across our programmes as well as between the Global South and the Global North. The training was targeted at asylum seekers, providing them with skills in conflict management, intercultural/inter-personal skills as well as general life skills. Also, staff at the Asylum Centers were trained. The demand for training far exceeded our capacities at the time. This points to the relevance of our training – both in terms of approach and content. The training was mainly carried out by volunteers and has been a very rewarding and meaningful way for already engaged volunteers as well as new volunteers to engage. The Red Cross has contributed financially and in 2016 AADK got a grant from TrygFonden to scale-up the activities. In 2015, AADK launched the course “opinion-maker against discrimination”, where young people are trained to identify and react against stereotypes and discrimination. After the course, the participants formed a media monitoring group, where they identify discrimination and stereotypes in the media and contribute to the debate. Two of the participants, who have minority-background, shared their personal story at an AADK conference on anti-radicalisation held in February 2016.

In 2014, we expanded our rights-based work in Denmark, applying participatory tools developed in the Global South in disadvantaged neighborhoods of Copenhagen. The project is supported by TrygFonden and implemented in partnership with local City Councils and Youth Clubs in Bispebjerg, Nørrebro and Tingbjerg. In 2015, the project took off, and four Youth Councils were established. The Youth Councils are platforms for young people to participate in democratic processes e.g. “Områdefornyelsen” (Area renewal projects). It is also a platform for reaching out to the broader community, thus enhancing social cohesion. The young people in the Youth Councils organised debates and information meetings, campaigns for cultural understanding, street art etc. The young people were speakers at a session organised by AADK at Folkemødet (The People's Political Festival) under the title “Youth from disadvantaged neighborhoods: we can speak on our own behalf.” The training conducted by AADK was very positively received by the young people. Social workers from the youth clubs reported back that the young people are more motivated, self-confident and aware of the opportunities that Danish society offers. AADK has further engaged in cooperation with the Municipality of Copenhagen and “Ungdomsbyen” (Youth Town) in promoting active citizenship and participation, as a way to prevent radicalisation. As part of this cooperation, AADK carry out training and workshops in primary schools. The aim of Super17 (supported separately by the Danida Oplysningsmidlerne) was to inform and debate the SDGs with the Danes. 17 young people from the Global South (Jordan, El Salvador, Myanmar, Kenya, South Africa, Nigeria and Zambia) visited 17 cities in Denmark debating the 17 SDG goals. The project was a great success communication-wise, with 80 press clippings and 800,000 social media hits (see more in the annex on reporting on PRO-midler). AADK published a policy catalogue with a chapter dedicated to each of the SDG goals. Each chapter was written by a representative from an organisation with expertise in that particular field. The report was launched and discussed at Folkemødet. All copies were distributed, and a second batch needed to be printed. The report was very well received and e.g. Mogens Lykketoft publicly praised the report. At the end of 2015, AADK engaged in a cooperation with UNDP in Denmark and “Globale Gymnasier” (Global high schools) on an SDG learning site for students at secondary schools. AADK facilitated the presence of participants of the Global South at key global events in 2015 (Financing for Development, SDG and the Climate Summit).

DKmodSkattely (DK against tax havens) was continued in 2015. 50 tax camps were held at 27 high schools with more than 1,200 participants. Debates were held in 10 cities across Denmark with Danish politicians and the general public. Young people from Activista Malawi and Activista Zambia participated. The campaign got positive media coverage, however, there were less participants at the debates than anticipated (see more under the reporting on PRO-midler)

Our work with volunteers was evaluated externally. A large part of our volunteers have a Global Contact background and they show a very strong commitment to AADK – and pride in being a volunteer. A lot of the volunteers have very specific tasks (working in the café and hostel, organising debates, being trainers in Tingbjerg, Bispebjerg and at the Asylum Centres etc). The evaluation proved that in order to engage more people, we need to be present outside Copenhagen. We are in other cities across Denmark, with Global Camps, campaigns and debates with e.g. visitors from the Global South. However, there is a need for further activities to follow-up and engage the many young people from Fyn and Jutland, who have been abroad with Global

Contact. One idea is to expand the model with a café and hostel in Århus as a platform for volunteers to engage.

Lessons learned, deviation and challenges:

- Focussing on Social Media pays off. We have been testing and experimenting with form and content and can, as a result, see the numbers of likes and followers growing, thus reaching a larger audience. Especially films for social media have been popular and have reached a large group. Offline events such as photo and media events combined with social media are very effective in reaching a broader audience.
- Engaging on emerging political agendas such as the refugee crisis and the Climate Summit provided important learning in how to combine those agendas with our core focus on inequality and tax.
- We were successful in building relationships with other organisations and movements. This has proved helpful in order to further develop AADK as an open organisation.
- Tax is still a difficult topic for larger mass mobilisation, but we keep on pushing the agenda, and are trying to increase our supporter base on this specific topic. The public debate on the tax agenda is also pushed forward by journalists, and when the topic of tax is high on the public agenda we need to be able to react faster.

Part 3: Annex

Annex 1. Country Results

Indicators - strategic objectives 1	Results 2015										
	Nicaragua	Kenya	Mozambique	Tanzania	Uganda	Zambia	Zimbabwe	Nepal	Bangladesh	51	98
Number of local governments where steps are being taken to increase accountability to their communities	2	2	9	6	13	2	8	5	51	98	
Number of people living on poverty who experience improvements in quality and gender responsive public services	10.650	64.150	71.500	13.900	192.600	23.500	36.400	50.800	24.300	487.800	
Women*	2.127	35.954	39.929		100.061	12.030	12.404	11.650	16.227		
Men	1.722	28.196	31.586		92.549	11.415	6.386	6.966	8.028		
Number of people participating in accountability related training	2.618	7.506	118	809	9.766	849	4.158	14.425	2.346	42.595	
Women	2.328	4.938	59	427	4.625	469	2.819	7.293	1.934		
Men	290	2.568	59	382	5.141	380	1.339	7.132	412		
Number of people involved in local and national level campaigning for better public services	3.582	15.952	326	2.248	1.769	2.013	14.130	493	25.065	65.578	
Women	5.264	7.955	148	1.007	599	1.009	8.117		15.837		
Men	318	7.997	178	1.241	1.170	1.004	6.013		9.228		
Number of people participating in discussions on plans, budgets and expenditures on public services at community level	662	6.611	1.162	1.575	9.576	2.060	8.961	22.599	29.772	82.978	
Women	448	3.353	620	996	4.764	981	5.069	10.567	19.612		
Men	214	3.258	542	579	4.812	1.079	3.892	10.874	10.160		
number of people reached**	8.065	54.850	26.873	16.752	21.111	6.807	27.249	89.673	58.525	309.905	
Number of anti-corruption coalitions					16	10		11		37	

*when the total number of people getting access to improved service delivery is not equal to the sum of women and men, it's because gender disaggregated data has not been provided on all cases

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

Annex 2. Overview of Key Indicators, 2015 and Results

	Selected indicators	Result 2015	Result for strategy period (2012 – 2015)	Target, revised strategy
Strategic Objective 1	<ul style="list-style-type: none"> Number of local governments where steps are being taken to increase accountability to their communities 	98	276	
	<ul style="list-style-type: none"> Number of people (m/f) living in poverty who experience improvements in quality and gender responsive public services 	487.800	1.724.300	Significantly contribute to 5 mio
	<ul style="list-style-type: none"> Number of people, particularly women & young people, trained to hold public service providers to account for gender responsive and quality public services 	42.595	132.317	
	<ul style="list-style-type: none"> Number of Advisor/Inspirator placements to support partners to hold public service providers to account for gender responsive and quality public services 	68 Inspirators 20 Advisors	420 Inspirators 108 Advisors	500 Inspirators 100 Advisors
Strategic Objective 2	<ul style="list-style-type: none"> Steps taken by governments to introduce a progressive system of taxation 	12	33	
	<ul style="list-style-type: none"> 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 	1	6	
Strategic Objective 3	<ul style="list-style-type: none"> Number of accountability in emergency strategies, methodologies, tools, handbooks, etc. that AADK has developed or helped AAI to develop 	0	7	
Strategic Objective 4	<ul style="list-style-type: none"> 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 	5,954 trained at GPs/TrainingDK trained 4,484/116,332 mobilized through youth hub activities/37,386 reached through step-down training	29,551 trained/144,703 mobilised through youth hub activities at the Global Platforms/183,136 reached through step-down training	35.000 young people trained, and 150.000 reached
Strategic Objective 5	<ul style="list-style-type: none"> Number of young people, particularly women and young people, who have increased their capacities to act on, challenge and influence change processes in the Arab Region 	Reported separately to Danida under the DAPP programme		
	<ul style="list-style-type: none"> Number of young people who have been mobilized and shown civic engagement by analysing social issues, engaging in youth groups or CSOs, participated in events, demonstrations, advocacy activities, campaigns or the like to demand their rights in the Arab Region 			
Strategic Objective 6	<ul style="list-style-type: none"> Number of Inspirator/Advisor placements to support partners within SO6 	25 Inspirators 8 Advisors	117 Inspirators 27 Advisors	160 Inspirators 50 Advisors
	<ul style="list-style-type: none"> Number of people, particularly women & young people, trained within SO6 	700	3253	Train or support capacity building of 10,000 AA staff and partners.
Strategic Objective 7	<ul style="list-style-type: none"> Number of announcements by the Danish Government to support AADK's campaign objectives 	7	24	
	<ul style="list-style-type: none"> Number of political initiatives at EU-level that have been influenced by AADK / AAI 	4	13	
	<ul style="list-style-type: none"> Number of research reports and analyses 	7	6	
Strategic Objective 8	<ul style="list-style-type: none"> Number of financial supporters 	Please see appendix about popular foundation (folkelig forankring)		
	<ul style="list-style-type: none"> Number of volunteers 			

Organisational Objective 1	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Total number of participant weeks (1 person on a 5-day course) within SO1+2+3+4+5+6+ 'other training' 	15.002	60.498	
	<ul style="list-style-type: none"> Percentage of course participants responding in surveys who report that they positively use their new knowledge and skills in their paid or voluntary work 	95,8		
Organisational Objective 2	<ul style="list-style-type: none"> 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 	93		
Organisational Objective 3	<ul style="list-style-type: none"> Monthly visitors on ms.dk and globalcontact.dk 	26.686	N/A	
	<ul style="list-style-type: none"> Number of 'likes' on AADK main Facebook page 	35.889	35889	
	<ul style="list-style-type: none"> Number of press clippings regarding substantial AA topics within overall press coverage 	813	2029	
	<ul style="list-style-type: none"> Level of awareness amongst Danish public on AADK's brand as a result of press and campaign work 	73	N/A	
Organisational Objective 4	<ul style="list-style-type: none"> Number of volunteers (m/f & young people m/f) engaged by the policy and campaign team and Global Contact 	1.114	1114	
Organisational Objective 5	<ul style="list-style-type: none"> Increased income from Training4Change 	The Global Platforms started to consolidate and increase their income, however some Platforms are new and still need to establish themselves in order to increase income. 2015 saw some important achievements in terms of fundraising by and to the Platforms. The increased integration with the AA country offices led to more training being funded through the AA country programmes.		
	<ul style="list-style-type: none"> Increased cost sharing of People4Change placements by AA countries (percentages) 	5,1	Due to the budget reductions cost sharing with AA Countries has been challenging. Co-fundraising where P4C is integrated in the proposals is sought.	
	<ul style="list-style-type: none"> Increased income from Global Contact 	The surplus was 900,000 DKK, which was lower than 2014. This is due to Ebola and earthquake in Nepal.		
Organisational Objective 6	<ul style="list-style-type: none"> Number of people running for Council elections 	36		
	<ul style="list-style-type: none"> Number of people voting for Council elections 	351		
	<ul style="list-style-type: none"> Number of institutional members 	20		
Organisational Objective 7	<ul style="list-style-type: none"> 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		
In some cases, targets are not set in the strategy, however they will be set on a yearly basis for 2015 and onwards.				

Annex 3. Overview of Key Indicators with Targets and Results for 2015

Objective	Indicators	Targets 2015	Results2015
SO1	Number of people trained	1,500	3,159
SO1	Number of Advisor placements to support partners	23	20
SO1	Number of Inspirator placements to support partners	90	68
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	100
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	92
SO1	Number of local governments where steps are being taken to increase accountability to their communities	75	98
SO1	Number of people living in poverty who experience improvements in quality and gender responsive public services	300,000	487,800
SO1	Number of people participating in accountability-related training at community level in the partnership countries	30,000	42,595
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	70,000	65,578
SO1	Number of people involved in local and national level campaigning for better public services at community level in the partnership countries	80,000	82,978
SO1	Number of LRP practitioners participating in experience exchange workshops	120	80
SO1	Number of AA and partner staff participating in experience exchange workshops	20	11
SO1	A unified policy position and a coordinated advocacy strategy within AAI on Shrinking political Space developed and endorsed by the SO2 Platform	Complete policy position	Policy position completed
SO1	Number of contributions or presentations as key speakers by invitation to meetings in key regional and global spaces (e.g. African Union, UN)	2	15
SO2	Number of people trained	300	GP and TCDC trained 63.TrainingDKtrained 1,221
SO2	Number of Advisor placements to support partners	10	8
SO2	Number of Inspirator placements to support partners	24	18
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	Too few respondents in the survey
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	1
SO2	Steps taken by governments to introduce a progressive system of taxation	5	12
SO2	Number of AA countries which have a policy position and are working on Progressive Taxation	0	Delayed – pushed into 2016
SO4	Number of people trained*	9,000	10,438
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	45,3 % applied the skills/knowledge very much,50,5% to some degree
SO4	Number of people participating in youth hubs activities (seminars, conferences etc.)	20,000	116,332
SO4	Number of young people trained through step down training	100,000	37,386
SO4	Advisors placed to support youth activities	7	7
SO4	Inspirators placed to support youth activities	25	23
SO4	Number of activists involved in curating and co-developing content for the web based knowledge platform	50	75
SO7	Number of positions obtained by the government aligning with policy asks of AADK	15	2
SO7	Number of political initiatives at EU-level that have been influenced by AADK / AAI	7	1
SO7	Number of research reports and analyses	8	5
SO8	Number of financial supporters	15,076	14,151members and 2,444 contributors
SO8	Number of core volunteers engaged	550	499
SO8	Number of volunteers on assignment engaged	3,300	615
SO8	Number of participants attending AADK public events	31,300	24,427
SO8	Level of awareness amongst Danish public on AADK's brand as a result of press and campaign work	82	73**
SO8	Number of press clippings regarding substantial AA topics within overall press coverage	2,300	813/2,478 number of times AADK is mentioned with overall press coverage
SO8	Number of monthly visitors on ms.dk	25,000	26,686
SO8	Number of subscribers of AADK e-newsletters	20,000	100,000
SO8	Number of likes in AADK main Facebook page	50,000	35,889
SO8	Number of institutional members	22	20

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

**The level of awareness was measured before the large campaigns during the autumn. And will most likely be higher next time its measured

The assessment of the results is reflected in the narrative part of the Result Report 2015

Annex 4. Summary of Recommendations from Danida Review 2014 with AADK Follow-up

	Recommendation	Reflections and follow-up, Result Report 2014	Reflections and follow-up, Result Report 2015
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.	<p>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.</p>	The Resource Allocation Framework is under revision as part of the Strategy process in AAI
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.	<p>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.</p>	<p>A brief on VfM was approved by the International Leadership Team in March 2016. One of the key recommendations was to fully embed VfM within the new M&E approach of the 2017-2023 International Strategy. Therefore, the position paper on VfM will be rolled out and approved within AA's new M&E Approach due to be developed by December 2016.</p>
3	Clarification from HCP on the criteria for what constitutes a local partner should be considered.	<p>We are supportive of a process where HCP sharpens definitions both with regards to international networks and to more loose organisational forms e.g. social movements. At the same time, we take note that national ActionAid organisations, which are registered as national organisations and rooted in the national setting (associates and affiliates), are considered by Danida as legitimate local (national) partners. The AAI partnership policy from August 2014 is further strengthening and clarifying our approach to partnership by highlighting the importance of networking, coalitions and engagement with social movements.</p>	No update

4	<p>MS/AADK needs to further explore opportunities to foster new applications to the DEMENA pool. In addition to focusing on strengthening communication as already carried out, MS/AADK might also want to explore:</p> <ul style="list-style-type: none"> • Developing a clear communications strategy for the DEMENA Pool, including a definition of objectives, target audiences, messages, tools and activities, • Targeting not only existing Danish CSOs but also universities (e.g. student clubs/initiatives) from which innovative ideas may emerge. • Establishing a process that would allow Arab organizations to be supported in the proposal development and partner identification 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. Due to cut in the DAPP programme funding, there is only one annual deadline for applications for the DEMENA fund, and the need for communication and networking related to the DEMENA fund is thus less</p> <p>(See page above for target 4)</p>
5	<p>Beyond organizing the periodic DEMENA conference, consider facilitating a network of DEMENA grantees to enhance opportunities for exchange, partnerships, and follow-up activities beyond the project duration.</p>	<p>A mailing list/newsletter has been established whereby relevant events, courses etc. are announced for all grant holders. Grant holders will also be encouraged to invite other grant holders to activities and events, if relevant.</p>	<p>See above</p>

6	<p>Strengthen the DEMENA pool's ability to demonstrate results through stronger arrangements for Monitoring and Evaluation. This could include</p> <ul style="list-style-type: none"> • Aligning project application and reporting formats, including with a view to ensure that pre-defined indicators are used for measuring progress and results and that information feeds into the key indicators reported under the DAPP agreements • Developing a guidance note on M&E to help applicants put in place relevant indicators and other appropriate M&E arrangements • Providing a sample evaluation form to supported organizations that they can adapt to their specific project as needed in order to help them collect relevant information from their beneficiaries (e.g. satisfaction, changes in knowledge and attitudes, etc.) 	<p>Revised reporting formats and guidelines for evaluation of projects has been developed and was available on our website from January 2015. The overall indicators for the DEMENA Pool have also been revised in the Rolling Plan 2015.</p>	<p>See above</p>
7	<p>MS/AADK to clarify criteria for handover of GP responsibility to the respective AA organizations in the countries and continue to ensure the development and quality assurance of the concept of the GP in line with the overall mandate under the federation.</p>	<p>In June 2015 a meeting was held with the relevant country directors to discuss the vision and management of the Global Platforms. A concept note outlining the following was agreed upon: i) the platforms should apart from being a training provider also act as youth hubs; ii) a model for matrix management between AADK and AACO; and iii) a confirmation of the core principles of the Global Platforms. Support from AADK will ensure that the core principles of the platforms are sustained. A federal oversight group will be established to manage the overall strategic decisions. The Federation has taken ownership and embraced the concept of the Global Platforms as a tool and strategic priority. The Global Platform in Nepal was the first to change the management structure into line-management by the ActionAid Country office, this also implies shared financial responsibility. The new management structure will be evaluated and adjusted accordingly.</p>	<p>Moving to 3rd generation MoU is presently being discussed between AADK, the AA country offices and the Global Platforms. This will ensure a full handover of the responsibility of the Global Platforms to the respective country offices. AADK will quality assure and provide professional support in terms of youth engagement and training philosophy ensuring that the Global Platforms till run with the global concept and principles.</p>

8	<p>MS/AADK should articulate partnership strategy, clearly differentiating the different types of potential local, national, and regional partners, this could include:</p> <ul style="list-style-type: none"> • specifying criteria for engagement with (local) government authorities, • explore channels for increased use and reach of its training concepts and methodologies, e.g. through partnerships with other 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 communicate stress our key focus is on marginalised youth with a view of how to build linkages and solidarity between the marginalised youth and middle class youth in order to build coalition and create changes. Various initiatives have been taken in order to ensure inclusion of the more marginalised youth like e.g. translating trainings and material into the various local languages.</p>	<p>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 communicate stress our key focus is on marginalised youth with a view of how to build linkages and solidarity between the marginalised youth and middle class youth in order to build coalition and create changes. Various initiatives have been taken in order to ensure inclusion of the more marginalised youth like e.g. translating trainings and material into the various local languages.</p>
9	<p>Enhance monitoring system to ensure that outcomes are monitored and reported. Clear targets with regard to outputs and outcomes should be established. Changes in targets during implementation, and the rationale for changes, should be communicated clearly in reporting.</p>	<p>As part of the revision of the strategy the outcome level has been more clearly defined (see Strategic Plan). Afterwards, all indicators have been assessed, revised when necessary and target have been set (see overview of key indicators in Strategic Plan). The PME system and procedures have been strengthened, reinforcing a comprehensive planning process including setting of targets and the ongoing monitoring of progress against</p>	<p>Outcome monitoring is consistently being strengthened, with the M&E frame for the Global Platforms being one example (see more under M&E section in the Result Report 2015)</p> <p>In addition to the improvements described in the result Report 2014, an improved format and process for planning by the partnership countries were introduced for the 2016 planning. Through this process clear</p>

		<p>targets and strategic objectives. The reporting against targets has been enhanced in the Result Report 2014, and will be further strengthened in 2015 based on increased PME support to all AADK teams, partnership countries and partners.</p>	<p>targets are set at output and outcome level.</p>
10	<p>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.</p>	<p>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</p>	<p>This is an ongoing process, which has also been priorities in 2015 (see more in the Result Report section on M&E)</p>
11	<p>MS/AADK should strengthen the capacity of its Finance Team to carry out systematic financial monitoring of local offices, projects and partner organizations abroad</p>	<p>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.</p>	<p>AADK conducted five monitoring visits in 2015, of which three were to Jordan. See next section. AADK will participate in joined monitoring visits with AAI internal audit, where the first visit will take place in September 2016.</p>
12	<p>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.</p>	<p>The ARI programme is now handling their finances in the ActionAid ERP system, SUN. ARI follows ActionAid as well as AADK financial processes and specific financial guidelines have been revised during the spring of 2015. Two visits have been made during 2015. During the last visit an action plan for further improvements to be made during 2015 was outlined and agreed upon. TCDC has during the last months of 2014 upgraded their financial system from an old version of Navision to a new version which allows for better financial control. A clear action plan related to the recommendations by the auditors (in the management letter from 2014) has been agreed. The administration of the global platforms is handled by the local AA country office. It is thus part of the audit carried out at the AA country office.</p>	<p>Due to change in leadership (Head of Administration) AADK has kept supporting the ARI programme office closely. The staff change has delayed the consolidation of the use of SUN system. Based on joint effort from AADK, AAI finance and ARI the plans are being implemented.</p>

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 June 2016

	Recommendation	Reflections and follow up, September 2016
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
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.
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.
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	AAI has recently been through a thorough revision and updating of policies. AADK will ensure that dates are correctly stated in all documents AAI sets a zero tolerance culture towards corruption and bribery, embedding this in all aspects of its work. This is clearly stated in the AAI Anti-corruption & anti-bribery policy. Significant cases of fraud (any loss greater than £1,000) must be reported to the International Head of Internal Audit immediately. Otherwise all incidents, whatever their level of materiality must be reported at the end of the financial year in an annual statement to the internal audit department at the Secretariat to then inform the Management and Audit Committee as required.

Annex 5. Report on Programme Related Information Activities, 2015 (Pro-Midler)

This section outlines results and lessons learned from activities completed in 2015 that were supported through the programme and project related information activities/funds (PRO-midler). All activities were completed in 2015, but are at the same time part of ongoing campaigns/projects that have been adjusted and are being replicated in 2016.

In 2015, 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 2015. 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.

The campaigns undertaken were DK mod Skattely (Tax Power), Super 17 (on the SDGs) and campaigning leading up to the Climate Summit. All of these have been supported by the press and especially social media components. Together these activities reached a large and broad target group, e.g. our petitions alone reached over 80,000 people.

Tax Power campaign/ "DK Mod Skattely"

The main activity for the Tax Power campaign was "DK Mod Skattely" entailing various information activities, e.g. a special edition of the AADK Action Magazine on tax, production and distribution of a Tax Power video, educational workshops at high schools, a debate tour to 10 Danish cities, a big demonstration/event in Copenhagen and an inspirational tour to Zambia with Danish volunteers and students. The online site engaged both citizens and companies. AADK invited activists from Zambia and Malawi to participate in the tour to 10 Danish cities, to give their view on the importance of fair taxation.

We succeeded in engaging Danish politicians (MPs and candidates for the European Parliament), linking our debate to the European Parliament election in Denmark in June. The Danish Minister of Taxation at the time, Benny Engelbrecht, and several spokespersons on taxation participated in the debate (Peter Hummelgaard, Social Demokraterne (Social Democrat Party), Kåre Traberg, Venstre (Danish Liberal Party), Pelle Dragsted, Enhedslisten (Red-Green Alliance) etc.).

We held 50 tax camps at high schools engaging approximately 1,200 pupils, 9,000 people engaged in offline events and 3,000 people signed up for the petition. We also engaged the Danish unions, for instance Dennis Christensen, Chairman of FOA (Danish Union of Public Employees). Furthermore, the Tax Power campaign and "DK mod skattely" were linked with our activities with companies on responsible corporate behaviour, where, among other things, we published the report 'Getting To Good' together with Oxfam and Christian Aid. These activities were supported through the CSR fund under Danida.

Climate campaign

In Denmark AADK was one of the main organisers behind the campaign and demonstration leading up to COP21 in Paris. 5,000 people participated in a demonstration. AADK produced a video that went viral, informing the world about the effect of the climate crisis in the Global South. Volunteers from AADK organised several activities focused on COP21, e.g. a big event at Nørrebro, organised together with the International Climate Movement, a street event and distribution of leaflets to mobilise ahead of the large demonstration.

AADK led the creation of an NGO network with over 20 other NGOs, coordinating the mobilisation and information work around COP21. We also cooperated with Roskilde Festival, who provided logistical support for the demonstration, mobilised through their network and financed the entertainment. This provided a basis for further cooperation with Roskilde Festival in 2016, where AADK was invited to be a

strategic partner. This gave us the opportunity to engage in dialogue with the participants at the festival on inequality and global issues.

Adoption of the SDGs

The SDGs were a key focus in 2015. We published a report gathering 24 different stakeholders, who each wrote about one of the goals from a national or global perspective. The report made front-page news in a major Danish daily (Politiken) and was debated at Folkemødet (The People's Meeting). All copies were distributed and we had to make a second batch. Mogens Lykketoft, by then incoming Chairman of UNGA, also publicly praised the report.

The other big project about the SDGs was called Super 17 (funded primarily by Oplysningsbevillingen - grant for promotion of understanding of international development work). We invited 17 young people from around the world, each assigned to one specific goal, to visit 17 Danish cities, debating the importance of the SDGs – also in a Danish context. The project was very successful also on the social media, where we had over 80 press clips and our social media products had 800,000 hits. The tour ended up with a well-visited conference at Christiansborg (the Danish Parliament), various politicians participated and the participants met with Christian Jensen and Mogens Lykketoft as well.

Action Magazine and case stories from the Global South

The AADK communication platforms are mainly social media, our website, electronic newsletter and the Action Magazine that is distributed to 20,000 members and opinion-makers 4 times a year. We produce our own material (stories, videos, short texts, pictures, etc.), where the main focus in 2015 was tax, climate and the SDGs. We redesigned the Action Magazine and the content is more aligned with the expectations of the audience. We furthermore made a communication trip to Zimbabwe to produce stories.

Due to our campaign work the number of recipients of our newsletter has gone up from 15,000 to 98,000 during the last three years.

Engagement with Danish media

The activities have been aimed at engaging with the Danish media on development issues ensuring a wider outreach. The engagement with Danish media had a broader focus than the global tax campaign.

One of the important activities in 2015 was the press work around the Super 17 campaign, engaging with the local media all over Denmark. In total, we had over 800 press clippings within our topics and were mentioned in over 2,400 articles.

Other information activities

Developing a new visual identity and a more aligned communication were key priorities in 2015.

Our focus on social media, especially Facebook, continued in 2015. We produced various materials aimed specifically at engaging people online (videos, photos, events), experimented with promoting and marketing. We ended up doubling our number of page likes and ended with 3,000 followers. Also we focused on petition signing and getting better at catching emerging agendas at the right time. Our reaction to the Refugee Crisis is a good example of how we successfully managed that.

On the refugee agenda, we also sought to open our physical space for the volunteers, eager to react on the topic. We hosted a meeting with over 500 volunteers. This has been part of a strategy of engaging with a broader section of civil society and social movements.

Annex 6. Overview of Key Indicators with Targets for 2017

Progressive taxation and gender responsive public services	Targets 2017
Number of people living in poverty who experience improvements in quality and gender responsiveness public services	300,000
Number of local governments where steps are being taken to increase accountability to their communities	75
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	4
Steps taken by governments to introduce a progressive system of taxation	7
Organisations/LRPs finds that the organization is performing better as a result of the support provided by an Advisor/Inspirator	90
Advisors placed to support governance programmes	12
Inspirators placed to support CSOs in governance programmes	28
People trained through TCDC courses on governance and tax	1,500
Number of people participating in accountability-related training at community level in the partnership countries	30,000
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	70,000
Number of people involved in local and national level campaigning for better public services at community level in the partnership countries	80,000

Youth mobilisation	Targets2017
Youth trained at the Global platform	5,000
Youth reached through step-down training	40,000
Youth participating in youth hub activities at the Global Platforms	75,000
Advisors placed to support youth activities	5
Inspirators placed to support youth activities	20

Our work in Denmark - mobilisation, communication and campaigning	Target 2017
Youth trained	2,785
Youth participating in Global Contact	1,200
Number of volunteers	580
Mobilised through petitions	50,000
Number of member and supporters	19,000
Number of participants in event	6,000
Number of likes at our main Facebook	70,000
Number of subscribers to MS newsletter	120,000

Indicators and targets for Deepening Democracy and governance in situations affected by protracted crisis will be developed as part of the planning process for 2017.

Annex 7. Plan for Programme Related Information Activities for 2017 (Pro-Midler)

This section outlines the planned activities for 2017, funded through the programme and project related information activities/funds. Most activities will continue into 2018. The activities are closely linked to our strategic aim: to ensure that Danes have an arena for action as global citizens and to strengthen their engagement, knowledge and involvement.

We use various information channels (social media, press, electronic newsletters, Action Magazine, petitions etc.) creating synergy and reaching a large group of members, followers and a broader audience both online and offline.

Communication and information activities on inequality, migration and tax

Global migration issues will be a new independent main focus point for our communication efforts, where we will aim to make multiplatform communication, debate and campaigns on root causes and human rights in 2017. The Global Multi-Country Tax Campaign will continue to be a key priority also in 2017, focusing on inequality, the SDGs taking advantage of the growing media interest in especially global tax issues.

Women and inequality will also in 2017 be key focus points. We will focus on women's rights, including redistributive taxation and gender responsive public service delivery, female youth change agents etc. Youth in general will continue to be a focal point in the years to come, both related to programme and communication efforts.

The newsletters and Action Magazine has in recent months been thoroughly redesigned as part of the overall redesign of AADK brand. One of our aims with the new Action Magazine is to target a broader and younger group of readers. Reaching a new and broader segment will be given strong attention in 2017 on all platforms.

Online information and mobilising

Building on the good experience from the past years, we will further strengthen our use of social media. Facebook is still our key channel, however, Twitter and Instagram will be used increasingly. Twitter will be our base for communicating with stakeholders and opinion makers on global issues. Instagram will increasingly be used for a younger audience and for activists and volunteers.

We use our communication platforms strategically in order to create synergy aimed at converting visitors and signatories at petitions into followers, supporters and members. In 2017, we will create more information campaigns online, such as films, games, videos, posting of reports, background information etc. Testing new online tools and methods, and how to combine these with offline activities, will provide an important learning curve for our future communication activities and strategy.

Campaigns (tax, inequality and....-.)

Tax and inequality has been main topics for the campaign work of MS during the last couple of years. This will continue in 2017. During the last years, MS has been active in the struggle for global fair taxation, where e.g. the various research reports AADK and AAI have produced provide us with an important platform for communication, advocacy and campaign activities. We will aim to clearly improve AADK as one of the sharpest and clearest voices on fair taxation. In 2016 fair taxation has moved up higher on the public agenda. We will use this momentum to strengthen both online and offline activities, and to secure a higher presence in the press on this particular theme.

The "På Sporet..." campaign, carried out in 2016, was built upon a strong wish to discuss global issues with a new audience as well as emphasizing the importance of global intercultural dialogue. The experience

from this campaign, as well as the Super17 campaign from the previous year, will form the basis for new campaign activities in 2017.

In 2017, we will continue to create offline campaigns and communication activities closely linked to our online activities. We will experiment and rethink our ways of doing campaign work. One of our aims is to engage more (young) volunteers and to expand this into new areas. We will be piloting a volunteer driven café in Århus, which will – if it proves to be sustainable – be the hub for global debates and activities, as the café in Copenhagen is. Furthermore, we will test new models for campaigning reaching across Denmark, without necessarily having a physical presence. The goal is that the activities in the long run will be linked to our national programme work – e.g. the right-based work in Denmark, training in Asylum Centres etc.

We will also take a close look at the impacts and effects of various campaign and communication activities with a comprehensive evaluation – which will be part of the formulation of our new strategy as a whole. We will evaluate the effect more closely, looking at e.g. recruiting power, press coverage, political impact, and stakeholder response - in order to create more effective and thought-through campaigns in the future.

Global Contact – youth as active global citizen

In 2016, we facilitated more than one thousand volunteers travelling through our Global Contact programme. This is an all-time record. A great part of the volunteers join ActionAid Denmark after their stay in the Global South, and engage in debates, global camps, and information activities. In 2017 we aim to further strengthen this part of our work with a special focus on volunteers coming from towns outside Copenhagen.

Support of grass root activities

It is an independent target for AADK to support various likeminded public movements at grass root level. Therefore, an important part of our strategy is to support and encourage initiatives and movements dealing with our focal points on migration, fair tax, equality and women’s rights.

2. Project and activity overview

Communication and information activities with a special focus on inequality, migration and tax.

Timeline	January 2017 - December 2017
Budget	600,000.00 DKK
Objective	The objective is to create awareness and discussion in Denmark on the selected topics.
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	Average 28.000 monthly visitors on MS.dk 100.000 subscribers to AADK’s e-newsletter 1.400 Press clippings

Online information and mobilising

Timeline	March 2015 - December 2017
Budget	100,000.00 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
Target group	Through our campaigns and petitions, we will reach a broad audience beyond existing members and followers.
Effect	The target for 2017 is 70.000 likes at the AADK main Facebook side. The average monthly organic reach will be 400.000. Number of followers on Twitter 5,000 by the end of 2017. Number of followers on Instagram 5,000 by ultimo 2017 The overall effect of this will be to raise the awareness of global issues and give Danes an arena for action as global citizens.

Campaigns (tax, inequality and På Sporet-like campaign)

Timeline	January 2017 – December 2017
Budget	600,000.00 DKK
Goal/objective	Build a movement in Denmark for tax justice and inequality with strong political influence. As well as raising awareness on migration-issues; such as human rights violations.
Target group	To broadly mobilise and engage Danes and corporates around the agenda on Tax
Effect	4.000 participants at AADK public events 8.000 sign up for the petitions 100 core-volunteers


Global Contact – youth as active global citizen

Timeline	January 2017 – December 2017
Budget	300,000.00 DKK
Goal/objective	The goal is to ensure youth joining AADK as volunteers in the Global South and afterwards in Denmark to secure a widespread network of global activities throughout Denmark
Target group	Youth between 20 - 29
Effect	An increase of the number of volunteers going to the Global South – and joining AADK as active global citizens afterwards with a specific focus on cities outside Copenhagen.

The SDGs in high schools

Timeline	January 2017 – December 2017
Budget	100,000.00
Goal/objective	The goal is to continue the work already started in a collaboration with UNDP, Globale Gymnasier supported by Danidas Oplysningsbevilling. We focus on workshops and the further developing of an educational site giving high school students facts and information about the SDG– and inspiring them to organise with their fellow students to seeks change
Target group	Youth between 15 – 19 and high school teachers
Effect	Knowledge about SDGs amongst high school students and teacher

Annex 8. Change Stories from Global Platforms

A group of people is shown from the chest up, holding a large white banner. The banner has red text that reads: "SORRY FOR THE INCONVENIENCE WE ARE TRYING TO CHANGE THE WORLD". The people are silhouetted against a light background, and their arms are raised, holding the banner. The image is slightly blurred, suggesting a candid moment during a protest or demonstration.

SORRY FOR THE
INCONVENIENCE
WE ARE TRYING TO
CHANGE THE WORLD

” AFTER EACH TRAINING SESSION AT THE GLOBAL PLATFORM YOU FEEL LIKE YOU SHOULDN'T KEEP IT TO YOURSELF. YOU FEEL LIKE GOING OUT THERE TO EDUCATE OTHERS ON WHAT YOU LEARNED.

*Salamatu M. Shiraz
Participant at a Campaign Training
Global Platform Ghana*





All the YFL participants gathered at Global Platform Bangladesh

YOUNG FEMINIST LEADERS FIGHTING CORPORAL PUNISHMENT

A girl in Bangladesh was punished so severe by her school teacher, that she had to be hospitalized. Five young activists from Bangladesh decided to take action and mobilized their community to put corporal punishment on the political agenda.

A male teacher at a Primary School in Charbiswash; a small rural village Bangladesh, used to punish young students both physically and mentally. In particular, he practised corporal punishment against the young girls.

Even though corporal punishment is illegal in Charbiswash Community, the local authorities and parents do not consider it to be a crime.

In the spring of 2016 the teacher took it too far and punished a young girl by hitting her with a stick so hard that she had to be hospitalized immediately.

FIVE YOUNG ACTIVISTS RAISE THE ALARM

When three young women and two young men came to hear of the incident they were outraged. They had just completed a Young Feminist Leadership Training (YFL) from Global Platform Bangladesh; ActionAid's youth training hub based in Dhaka, and felt ready to act on the injustice. They immediately met the parents of the hospitalized student, and encouraged them to file legal action against the teacher.

The student and parents were unable to move forward and seek justice, because of the teachers' good relationship with the local political elites. The YFL participants were undeterred, they mobilised the community and planned a campaign strategy to bring justice to all victims of corporal punishment from the school.

The YFL participants sought assistance from a local NGO, ActionAid's partner South Asia Partnership Bangladesh and together identified supporters from the local government administration. Subsequently the participants organised a meeting with the School Management Committee, youth groups from local NGOs, community members, students and parents. But the Committee were unwilling to take any action.

FURTHER OBSTACLES

On top of the indecisive School Management Committee, the teacher suddenly lodged a complaint through the local government administration against the participants and the youth groups they mobilised. The teacher claimed that the youth were fabricating the incident, disrespecting the teachers in South Charbiswash Government Primary School and inciting the female students to make false claims against the teachers.

The YFL participants decided that if they were to succeed they needed evidence. The YFL trainer from the Global Platform, who had been coaching and supporting them through their campaign, suggested to record interviews with the students who had been victims of corporal punishment.

After doing so, they again met the local administration, this time they mobilised the affected students, their parents, the media and the teachers' union. They explained why corporal punishment is wrong and they shared their vision for the schools in the community; a place where young boys and girls are treated equally and a safe and secure learning environment is maintained for all.

THE POWER OF COLLECTIVE ACTION

The local administrator was convinced. He dismissed the complaint against the participants and ordered the teacher to step down from his position as a teacher. Afterwards the school authority requested that the administrator should give the teacher a second chance, on the condition that he signed a commitment letter to the school management committee and apologized to the hospitalized student, the YFL participants, parents and students for his behaviour and his false accusation against the campaign participants.

The teacher publically confessed verbally and in written form and unconditionally apologized. The Education Administration firmly ordered all the schools situated in the area not to practice any form of corporal punishment.

**” WE WILL NOT
STOP UNTIL YOUNG
BOYS AND GIRLS
ARE TREATED
EQUALLY AND SAFE
IN SCHOOL!**

*Participant from Young Feminist
Leadership Training*



Salamatu facilitating a discussion at Global Platform Ghana

RECLAIMING PUBLIC EDUCATION IN GHANA

Activists put pressure on the local school authorities and secured educational rights in rural Ghana.

Salamatu Shiraz is a 22 years old activist from Tamale, the capital town of the Northern Region of Ghana. She is the oldest daughter of a single mother, and grew up with very limited resources.

As a child, Salamatu went to a public school, where she experienced the poor conditions of educational rights in Tamale. The school was lacking chairs and desks and five students had to share a single textbook. In addition, the school had what Salamatu calls “hidden fees” for exams and furniture, forcing the students to work long hours to earn money or eventually to drop out. Salamatu did what she could to pay her own school fees by selling bread at the local market, and she just avoided dropping out of school, as she received an NGO sponsorship for marginalized girls going to school.

Since Salamatu successfully managed to graduate from High School she has been following one clear personal goal: *“I want to give back to society the benefits of my education”*.

RIGHT TO EDUCATION CAMPAIGN

With this personal goal in mind, Salamatu decided to join a Campaign training at Global Platform Ghana; ActionAid’s training hub for empowerment and activism.

She and the thirteen other participants selected “The right to education” to be the theme of their campaign at the Global Platform training, where they would have to plan, organise and carry out a full-scale social change campaign.

As part of the campaign research, the participants realized that the Ghana Education Service are actually legally bound to provide sufficient books, desks and chairs to public schools for all students. Salamatu was very surprised about this finding, remembering her own school life: *“Growing up I didn’t know that it is mandatory for the government to provide books - I have never had any single textbook from Primary School to Junior High School”*.

The young activists demanded the provision of adequate learning materials (such as furniture and books) to public schools in the rural areas of Ghana. Together with the campaign team Salamatu met with the Regional Education Director of the Northern Region of Ghana, and presented their campaign research report, showing evidence of lack of learning materials.

“ I HAVE BEEN A VICTIM - NOW I HAVE THE POWER TO STAND FOR PEOPLE!

Salamatu M. Shiraz

The participants managed to mobilize more than 400 youth, school representatives and active citizens and gain a strong support among citizens and organizations to continue the pressure on the local school authorities.

As a result of the campaign the Ghana Education Service made the commitment to distribute the desks and learning materials to the four schools.

A CHANCE TO SPEAK UP

The campaign gave Salamatu a chance to speak up for the right to quality education and she became the co-spokesperson of the campaign and a leading figure in organizing and mobilizing youth around the issue. Her passion and zeal earned her the nickname “Action Mama”.

She gave public speeches to raise awareness in the busiest streets of Tamale, participated in radio debates, and spoke at the campaign march at the independence square of Tamale.

Being part of the Campaign training gave Salamatu insight in the structural reasons behind the challenges she faced as a student and empowered her with tools to make her voice heard and continue her work with reclaiming public education: *“After each training session at the Global Platform you feel like you shouldn’t keep it to yourself. You feel like going out there to educate others on what you learned”*.



President of the National Tax Agency (National Revenue Board) meeting with the tax campaign group.

MASS MOBILIZATION FOR FAIR TAXATION

In 2015 there was a wave of student protests in Dhaka, the capital of Bangladesh, where thousands of students were in the streets. The students protested against a government proposal on enforcing a 10% registration tax to the universities. As a result of the protests, the government reconsidered the taxation.

Among the key drivers of mobilising and organising the protests in Bangladesh were 38 young people who had just completed a Campaign Training at Global Platform Bangladesh, ActionAid's training hub for empowerment and activism.

At the Campaign Training the participants have been focussing on taxation of multinational corporations and lack of public funding for education, as the theme of the campaign they had to carry out.

A main purpose of the Global Platform training was to empower the young people to do campaigning and believe in themselves as change agents.

The training enabled the young people to address problems they face at the local level in relation to the lack of public services and linking it to a national and global level in the context of missing taxation of multinational corporations.

ActionAid's global reports and analysis formed the basis for the campaign, and the young people were shocked by the findings e.g. that 64% of tax revenues come from VAT and taxes paid by individual taxpayers, whereas only 36% comes from firms and corporations.

After the Campaign Training one of the participants; Shabuj Kluna, 24 years, felt ready to continue the campaign work: "Before I did not understand how powerful a factor tax is for the development of Bangladesh. Now I want to spread the word to my family, friends and people in my community".

” TODAY I AM ABLE TO GO IN DIALOGUE WITH POWERFUL POLITICIANS. MY WORDS AND ACTIONS CAN MAKE A DIFFERENCE!

Participant from the tax campaign group

THE CAMPAIGN CONTINUES

On the basis of the Campaign Training the participants formed a campaign group of 140 young people from five districts across the country, with the declared aim of demanding tax justice in Bangladesh.

Within a month after completing the Global Platform training the youth mobilised more than 3000 young people to join the campaign activities.

The young people organised workshops on their campuses and street meetings in their local communities to spread the message. They established contact with journalists, which resulted in four articles in local and national newspapers and started a petition collecting 2000 signatures for a 'Stop Corporate Tax Avoidance' demanding the government to initiate control of corporate tax avoidance.

Eighteen of the young people from the campaign group also participated in a conference on tax held by the supreme tax authority in Bangladesh (National Board of Revenue). Here they managed talking to the NBR President about the need to stop the multinationals tax avoidance.

The Global Platform has made a follow-up training where the young participants developed an action plan for their future work with tax. Part of the training was also to establish a close collaboration between the participants and ActionAid Bangladesh, where the young people will be playing a key role in the future tax work on both local, national and global level. The young people who are trained at Global Platform, are important links to social movements and groups of young people and have helped putting tax on the agenda in a broader coalition of civil society organizations.