

Change lives. For good.

act:onaid

TRUSTEES' REPORT AND ACCOUNTS 2016



IN NUMBERS



Nearly

140,000

people in the UK supported our work with a regular or cash donation



ActionAid in the UK raised

over £60 million

in support of our global mission to eradicate poverty and injustice



We entered a partnership with the People's Postcode Lottery and secured

£250,000

to fight female genital mutilation and child marriage in Kenya

A SUCCESS STORY - STAYING SAFE IN ZANZIBAR

Zeinab, 10, is a sponsored child living in a village on the outskirts of Stonetown, Zanzibar. More than one in 20 girls in Zanzibar reported experiencing at least one incident of sexual violence before the age of 18, according to a UNICEF report.

Child sponsorship has funded a Girls' Club at Zeinab's school where she can learn about her rights and how to protect herself from the risks of widespread sexual danger.

"In the club we talk about violence and we've learnt about children's rights – to get involved, to get an education and to be heard."

Child sponsorship has also provided a school and hospital in Zeinab's village. She loves school and wants to be a teacher when she grows up.

"In the Girls' Club we are taught about violence – and how to stop it"



IN CRISIS



In 2016 ActionAid responded to

30 new disasters

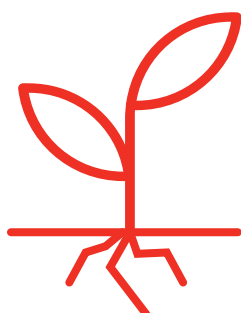
across four continents,
supporting over 555,000 people



ActionAid in the UK raised over

£800,000

to support people affected by
Hurricane Matthew in Haiti



We won a

€2 million

grant from the European Union
providing urgent assistance to
communities facing El Niño-driven
drought in Lesotho

A SUCCESS STORY - WOMEN'S CENTRES IN HAITI



Engineer, social worker and mum Ismene Garconnet is supervising the building of five disaster-proof ActionAid women's centres in Haiti. Here, women affected by Hurricane Matthew can take shelter, recover from trauma and organise emergency supplies.

A friendly face amidst chaos, Ismene also runs training sessions on how women can protect each other after disasters like Hurricane Matthew.

"I feel a sense of responsibility," she explains. "After a disaster, there is more violence against women. It's important that women know what to do."

ActionAid's humanitarian response in Haiti has already reached 36,000 people providing protection for women, shelter, hygiene kits, cash for farming and emergency supplies.

"I feel a sense of responsibility to my people"

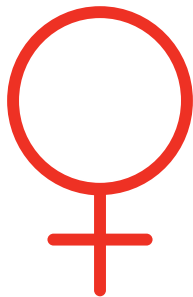
IN SOLIDARITY



Over

36,000

people in the UK took part in our Fearless campaign...



...securing an extra

£6 million

of government funding for front-line groups working to end violence against women and girls



Our

Make Tax Fair

campaign inspired almost 35,000 people to put pressure on the government to ensure the UK's tax treaties with poorer countries support their development

A SUCCESS STORY - FEARLESS WOMEN IN SOMALILAND

For nearly a decade, Nimah has been fighting for women's rights. As a volunteer at a local women's organisation in Somaliland, she's supported a 17-year-old mother who survived rape and saved a woman whose husband gouged out her eyes.

Nimah has faced death threats – but she won't give up.

“When I see a man beating his wife, I feel like he is beating me,” she explains. “I can't tolerate it if a woman is beaten.”

In November 2016, Nimah was one of three women's rights campaigners who wrote to International Development minister Priti Patel calling for more funding for grassroots women's groups. The letter was co-signed by over 11,000 UK campaign supporters. Following months of pressure, the UK government committed an extra £6 million to frontline groups working to end violence against women and girls.

“When I help a woman I feel proud, because she is a human being just like me”

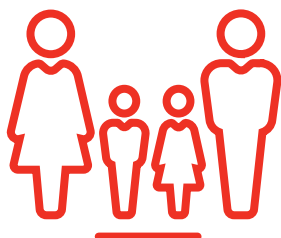
IN PARTNERSHIP



ActionAid supporters
in the UK raised

£12.9 million

to fund child sponsorship
programmes across 35 countries



These donations
supported over

48,000

children across 85 communities



Over 42,000 people
in the UK raised

£10.7 million

to support ActionAid's country
programmes through the
Next Step programme

A SUCCESS STORY - A DECADE OF CHANGE IN CAMBODIA

13-year-old Rathana is a children's club leader in Banteay Meanchey, northwest Cambodia. He's just one of hundreds here who are volunteering to improve their community.

"I really enjoy helping my friends read and do sums. Because of the training I received from ActionAid, I am a confident leader," explains Rathana.

Child sponsorship from UK donors helped make this possible by funding programmes in education, sustainable farming, disaster risk reduction and women's rights. As a result, the local student dropout rate has dropped from 21% to 8% and communities run their own forest groups, children's centres, farming cooperatives, savings clubs and community libraries.

After 10 years, ActionAid has phased out its work here. Local people now have the skills, resources and confidence to improve their community – year after year.

"I am so proud of myself; I am one of ActionAid's children's club leaders"

WELCOME FROM THE CHAIR AND CHIEF EXECUTIVE

Margaret Casely-Hayford, Chair
Girish Menon, Chief Executive

2016 saw a year of turmoil and crisis on the world stage. Brexit and the US presidential elections divided public opinion, millions sought sanctuary in Europe from persecution and conflict and a super El Niño left the Horn of Africa on the brink of famine.

True to our mission we continued to fight poverty and injustice in some of the world's poorest places. We stood for the rights of women, girls and refugees, spoke out against injustice and worked alongside local partners to promote our values of tolerance, justice and equality because they are key to breaking the cycle of poverty. Through every challenge, we drew inspiration from the strength and determination of the people we work with. And, in these challenging times, we found much to celebrate.

**“Through every challenge,
we drew inspiration from
the strength and determination
of the people we work with”**

On International Women's Day we were proud to launch our Fearless campaign action calling for frontline groups working to end violence against women and girls. High profile events at No 10 Downing Street, Speakers House, the Scottish Parliament and Clarence House ensured our voices were heard at the heart of government and by a wider group of our supporters. In December, following a year of concerted campaigning, the UK government committed an extra £6 million to support grassroots women's groups in developing countries. This was a major victory for our work.

In a pioneering piece of research, we analysed over 500 tax treaties and revealed for the first time the unfair tax deals costing poorer countries millions of dollars. The *Mistreated* report attracted media coverage in several countries including the UK's *Financial Times*. Thanks to sustained lobbying, the UK government is now examining the impacts of its historic tax treaties with many of the world's poorest countries. The campaign was supported by 80 cross-party MPs, discussed in the House of Commons and led to a Private Members' Bill on tax treaties.

When Hurricane Matthew hit Haiti in October, our response was rapid and effective. Our UK fundraising efforts quickly met the £800,000 mark, enabling local teams to reach over 36,000 people in the worst affected areas. We took deep pride in the quality of our local-led humanitarian response. Longstanding partnerships with grassroots organisations enabled us to reach remote regions with speed, where local women trained by ActionAid led needs assessment, distribution and recovery. Their extraordinary strength and courage is a lesson to us all.

Back in the UK, the publication of new Charity Commission CC20 fundraising guidance inspired us to redouble our efforts to ensure that every aspect of our fundraising reflects our values of respect, honesty and transparency. That's why in March 2016, the Board of Trustees published ActionAid in the UK's new commitment to best practice in fundraising, *Treating Donors Fairly*, which commits us to be fully accountable to all our supporters, particularly those in vulnerable circumstances, protecting their privacy and rights at all costs.

We're delighted to say that over 140,000 people in the UK chose to support our work with a regular or cash donation in 2016. This means we were able to support the ground-breaking work of the entire ActionAid Federation – an alliance of 45 countries united in tackling today's unprecedented global challenges. Looking forward, our new international strategy, *Action for Global Justice*, sets our vision for a world where the rights of women and girls are protected not eroded, where minorities are respected not alienated and where refugees are sheltered not shunned.

It is a huge privilege for us to lead this organisation and we are determined, resourceful and proud. We would like to pay tribute to our patron, HRH The Prince of Wales, our celebrity ambassadors, local partners, inspirational volunteers, staff and Trustees (including two young board members who joined us this year). Together with our dedicated supporters, you have made a real difference in the world.

Thank you.

“It is a huge privilege to lead this organisation and we are determined, resourceful and proud”



GLOSSARY

ActionAid in the UK is part of the ActionAid International Federation and raises funds to support the Federation's development and humanitarian work overseas, campaigns in solidarity with people affected by poverty and builds understanding of development issues.

ActionAid International brings together the work of the ActionAid International Federation, coordinated by the International Secretariat based in Johannesburg, South Africa. The Federation is made up of 45 national organisations, most of which are based in developing countries who manage their own programme delivery but are united by shared values, vision and mission.

ActionAid on pages 2–39 of this report refers to the collective work of the ActionAid International Federation. On pages 40–87 of this report, ActionAid refers to ActionAid in the UK.

Disasters Emergency Committee (DEC) brings 13 leading UK aid charities together in times of crisis, including ActionAid in the UK. The DEC launches appeals to raise money to help those impacted by disaster, making sure that funds reach those who need them most.

The Department for International Development (DFID) is a ministerial department which leads the UK's work to end extreme poverty.

European Commission's Humanitarian Aid and Civil Protection department (ECHO) ensures rapid and effective delivery of EU relief assistance through humanitarian aid and civil protection.

The Program Partnership Arrangements (PPAs) are long term agreements with civil society organisations and are managed by DFID.

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STRATEGIC REPORT

WE ARE ACTIONAID IN THE UK

Our vision

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

Our mission

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

Our approach

Our human rights-based approach ensures that people are drivers of their own change and able to claim the rights they are entitled to. We focus on women and girls because the denial of their rights is a grave injustice and one of the underlying causes of poverty worldwide. By working directly with communities, women's movements, groups and networks, social movements and other allies we aim to tackle the structural causes and consequences of poverty and injustice.

ActionAid also fights for a fairer world by galvanising the public to challenge the national and global policies and practices that keep people poor. This includes holding governments accountable to ensure public funds are spent effectively and where they are needed the most.

WORKING TOGETHER: ACTIONAID IN THE UK AND THE ACTIONAID FEDERATION

ActionAid in the UK is proud to be a member of the ActionAid International Federation. The Federation is made up of 45 national organisations, most of which are based in developing countries and who manage their own programme delivery.

Our shared vision is a world without poverty and injustice in which every person enjoys their right to a life of dignity.

In the UK our role is to raise funds to reduce poverty in the communities and countries where we work, to take action for long term change and to act in solidarity with people fighting poverty and injustice. By working in partnership with ActionAid International and member countries around the world, we are able to make a bigger global impact.

In 2016, ActionAid in the UK remitted £37.3m or 62% of its total income to the ActionAid International Federation.

ActionAid in the UK had a total income of 60.4m which accounted for 34.3% of the total Federation income budget of £176m. The international development and humanitarian work highlighted in this report reflects the results achieved by the Federation as a whole in 2016, and towards which UK donors made this significant contribution.

While most of the funds raised in the UK go towards supporting the Federation's development and humanitarian work overseas, this isn't the whole story. We are committed to putting pressure on governments and corporations to tackle the unequal systems and unfair policies that keep people poor. Campaigns are devised with our grassroots campaigners all over the world, and grounded in policy and research with experts here in the UK. Alongside this UK programme work, other critical areas of expenditure include fundraising, building understanding of development issues, governance and running costs.

ActionAid International's consolidated financial statements can be found at www.actionaid.org/publications. While these statements are not prepared in accordance with UK statute or regulation and are not approved by the Board of ActionAid in the UK, they are prepared in accordance with International Financial Reporting Standards.



OUR LAND IS OUR LIFE

Strategic objective 1:

Promote sustainable agriculture and control of natural resources for people living in poverty.

With El Niño-driven drought affecting over 60 million people in 42¹ countries, it has been a devastating year for families who make their living from the land in many of the world's poorest places. Months of sustained drought in the Horn of Africa plunged 12 million people into hunger, forcing many to leave home in search of food. Under these extreme circumstances ActionAid started to scale up its programme work on the ground, setting up water points, supporting women to lead aid distributions and providing cash transfers.



Without rain, but not without hope

The effects of El Niño hit the kingdom of Lesotho hard with almost half the population in rural areas affected by severe food insecurity². Most farmers depend entirely on rainfall to irrigate their crops – so when the rains didn't come many people went hungry.

In partnership with World Vision, ActionAid in the UK won a €2 million grant from the European Commission's Humanitarian Aid and Civil Protection department (ECHO) in August 2016. These funds are being used for a cash transfer programme to address the immediate food needs of almost 16,000 vulnerable people in Lesotho. Cash transfers are effective because they allow local people to spend money on what they need most. They are targeted at women who might not have access to money and protect local production by being spent in local markets.



We received a
€2 million grant
from the European Union for a cash transfer programme in Lesotho to support communities affected by El Niño.

By providing high yield seed crops, seed banks and training farmers in techniques like rainwater harvesting our local staff also supported families to adapt to climate change. With the support of the Isle of Man International Development Committee we have so far enabled over 8,000 smallholder farmers to increase their food security and build resilience to climate change.



Women move mountains

Women own a very small proportion of Africa's land even though they produce most of the continent's food, for example in Kenya just 1% of land titles are owned by women alone. As a result, many women have no say over how resources and profits are distributed.

So in October 2016, 28 women from rural Africa took to the slopes of Mt Kilimanjaro to start a land rights revolution. Joined by supporters and activists from across the world, the women reached Uhuru Peak – 5,895 metres above sea level – on 15 October. Supported by philanthropists in the UK, their journey was documented by bloggers, journalists and photographers to raise awareness of the injustices women face in getting equal access to land.



With ActionAid's support, over **101,000** women in 24 countries gained more control of the land they farm, as well as access to water and other natural resources.

After the trek, the climbers joined over 400 African women at a five-day workshop to learn about land rights and exchange skills in farming and business. They were met by government and African Union representatives who are now working with the activists to reform land laws.

Crucially, the activists also worked on a charter of demands calling for better land rights for women in rural Africa. In November they were presented to the African Union.



Life after Ebola

Ebola killed over 11,000 people in Guinea, Liberia and Sierra Leone. The crisis tore apart the fabric of life – destroying businesses and communities, pushing up the price of food and leaving many hungry and desperate.

ActionAid's humanitarian response is long term, rights-based and community led and, in 2016, we continued our post-Ebola recovery programmes. We trained women in everything from new farming techniques and soap-making to tailoring, literacy and business management. ActionAid in the UK secured a grant of £184,192 from the Band Aid Charitable Trust to support our innovative programmes in Sierra Leone where women's groups and our local staff are able to offer training and support in even the most isolated villages.

“Men see us differently now”

In the aftermath of the crisis, attitudes to women are changing. Ebola survivor Dora George was trained in soap-making and business skills in Bo district, Sierra Leone. She's seen for herself how giving women an income has helped to change men's attitudes to women.

“Because we were trained in these skills, men see us differently now. They are very proud of our income contributions and we can feed our families.”



With ActionAid's support, over
343,300 farmers practised
climate-resilient
farming methods in 25 countries.

STAND UP AND BE COUNTED

Strategic objective 2:

Advance the political influence of people living in poverty to hold governments and companies accountable.

ActionAid in the UK seeks to change the systems that sustain poverty and injustice – be it challenging companies who do not pay taxes in the countries in which they operate, getting fair deals for workers or ending the abuse and marginalisation of women and girls.

Through tireless campaigning, our staff, supporters and grassroots partners in the global south have influenced governments, institutions and corporations to get a better deal for women and girls living in the poorest places.



It's time to make tax fair – everywhere

2016 saw almost 35,000 supporters join our campaign calling for fairer tax treaties between the UK and some of the world's poorest countries. Underpinned by a piece of pioneering research analysing 500 tax treaties, the campaign gained the support of 80 MPs, was discussed in the House of Commons and led to a Private Members' Bill. Thanks to sustained lobbying, the UK government is now examining the impacts of its tax treaties.

“I dream of a better Zambia”

“My friend died in childbirth because there was no hospital nearby. She bled to death on the road. What hurt me most is that her death could have been avoided. That's what drove me to be a tax campaigner.”

Cecilia Mulenga is a tax activist in Zambia and toured the UK, Ireland, Belgium and Denmark with a team of campaigners to share stories of campaigning for tax justice.

“Every week I go out and talk to people about tax. Many people don't know where the government's money comes from. But we're making progress every day,” says Cecilia. “What really keeps me going is the dream of making a better Zambia for my future children.”



Fearless women

Globally, five women die every hour at the hands of a partner or family member. That's one woman every 12 minutes³.

Evidence shows that the work of independent women's rights organisations is the single most effective way to combat violence against women and girls.

In 2016 ActionAid in the UK's Fearless campaign called for more UK aid to be spent via frontline women's rights organisations. Our briefing 'Fearless Women and Girls – leading the way, transforming lives' highlighted the enormous funding gap for women's rights organisations in developing countries.

The campaign engaged MPs from all parties and was praised by both the former and current Secretaries of State for International Development, Justine Greening and Priti Patel. The leaders of the five main parties in Scotland also showed support for Fearless at a night of speeches in Holyrood.

The campaign grabbed the attention of the press – a Fearless letter published by the *Telegraph* was signed by celebrities including Kiera Knightley and Annie Lennox.

In December, after a year of our supporters campaigning shoulder to shoulder with women's rights activists around the world, the UK government committed an extra £6 million to support the grassroots groups ending violence against women.



“I am doing good work, so I don’t need to be afraid”

ActionAid in the UK helps fund groups like the Women’s Federation for Peace, a partner in Yangon, Myanmar. Women’s activist Thuzar Tin set up the organisation after a devastating cyclone in 2009 left many women vulnerable to violence.

“Despite being very poor, many women in Yangon are forbidden to work by their husbands,” explains Thuzar. “So they had no control over their family finances.”

The organisation trains women to sew clothes and make soap so they can earn an independent income. They also provide counselling and legal support to help women who have experienced domestic violence.

Side by side

Over 70,000 supporters in the UK took more than 97,000 actions in support of our campaigns in 2016. From hosting events across the UK to signing petitions and joining marches, campaigners have come together to tackle the causes of poverty and inequality.



A CHILD'S RIGHT TO LEARN

Strategic objective 3:

Improve the quality of public education for all children and support young people to become drivers of change towards a poverty-free planet.

Around the world, 263 million children are still out of school – that's equivalent to a quarter of Europe's population⁴. Twice as many girls as boys will never even start school.

Education holds the power to break the cycle of poverty. Across 27 countries, we work with everyone from parents to local government to ensure that children receive the quality education that is their right. Our girls' clubs are a safe place for girls to get the skills they need to grow up confident and empowered.



A better future

Before she was sponsored through ActionAid, Jharna, 11, spent her time playing outside on the streets of Dhaka, Bangladesh. Passing men and boys would make offensive comments and she felt scared by conditions in the slum.

Now Jharna attends school every day, as well as visiting a children's centre funded by UK sponsorship where she learns about her rights. Jharna has big dreams for the future. "I want to be a teacher for people who never went to school. I want to tell all mothers to send their children to school – so they can be somebody important."



Child sponsors in the UK have helped fund our education programme work across

27 countries.

In Cambodia, funding from UK child sponsorship has transformed the lives of thousands of children. By the end of 2016, our local rights programme in Banteay Meanchey province had enabled 10,000 children to go to school, provided 255 bikes to help the most isolated students get to school and reduced the student dropout rate from 21% to 8%.



My body my rules

In Kenya, a third of girls do not attend secondary school. Government research has attributed the decline in their school attendance to female genital mutilation (FGM) and early marriage.

In the summer of 2016 ActionAid Kenya and ActionAid in the UK launched a joint campaign to end FGM and keep girls in school. Thanks to support from creative agency Weber Shandwick, the UK campaign went on to win six industry awards including Best Not for Profit Campaign at the International Communications Consultancy Organisation Global awards.



Two thirds

of all countries now have equal numbers of girls and boys enrolled at primary school⁵.

“A girl in my village died after being cut. That’s why I ran”

At just 13, Abigail ran away from home to escape FGM. She found sanctuary at an ActionAid funded school in West Pokot, Kenya run by the Kongelai Women’s Network. When her best friend Purity faced the cut, Abigail helped her continue her education, too.

“When girls get FGM they are married at a young age and I really didn’t want Purity to go through such a life,” Abigail explains. “That’s why I wanted her to join me in school.”

Since 2012, the Kongelai Women’s Network has grown from 15 to over 2,000 members. So far the network has rescued 55 girls from FGM and 32 cutters



have put down the knife after talking to local campaigners about the impact of the practice. Following an inspiring visit to see our local approach in action, the People's Postcode Lottery granted £250,000 to support our work tackling FGM and early marriage in Kenya.

Education cannot wait

We know that education relies on dependable tax revenues and cooperation from governments who recognise the importance of going to school.

That's why, in November 2016 ActionAid in the UK jointly published a new toolkit called *Financing Matters* with the Global Campaign for Education and Education International. This kit offers practical, easy-to-use resources for teacher unions, coalitions and activists to campaign for better funding for education in their own country.

Our Send My Friend to School campaign in the UK added 500,000 voices to the Global Campaign for Education's call for free, quality education for every child in the world – wherever they are born.



A UK 'giving circle' donated

£65,000

to improve early childhood education in Upper East Region, Ghana.

In 2016 over 80 schools took part in Big Me, an event in which students dress up as their dream job and raise money to help change the lives of children in the world's poorest places.



WHEN CRISIS STRIKES

Strategic objective 4:

Build the resilience of people living in poverty to conflicts and disasters and respond to disasters with people-centred, rights-based alternatives.

In 2016 ActionAid responded to 30 disasters across 15 countries on four continents, supporting over 555,000 people. Our humanitarian programmes are led by local staff, people and partners and recognise the specific needs of women, particularly regarding protection, as violence against women increases following emergencies. We enable women to take on leadership roles during the uncertain period after an emergency sending a clear message that women are not passive or vulnerable, but strong and capable.



Fighting El Niño

In 2016, the El Niño weather phenomenon caused the lowest recorded rainfall across parts of Southern Africa in 35 years. Droughts, floods and food crises affected over 60 million people worldwide. ActionAid launched responses in eight countries including rehabilitating boreholes, trucking water, and providing seeds and cash for food.

Our influential Silent Emergency report highlighted the severity of the crisis and inspired the UN to focus their 'blueprint' for responding to future El Niño crises on the role and needs of women and girls. Our women and community-led approach was also praised by the UN and DFID at the first World Humanitarian Summit.

“It’s impossible to live here without help”

“I feel I’m responsible for everyone. Some women walk up to 12 hours a day to find water,” says Wubalech Admasu. With ActionAid’s support, she runs an all-female organisation providing water to the drought-stricken town of Merkane Birhan in northern Ethiopia.

ActionAid is helping people across Ethiopia affected by drought. Local staff rehabilitate existing wells and deliver emergency water by truck – we’ve even created a network of ‘water donkeys’ to access hard-to-reach villages.



Over
555,000 people received
emergency assistance.



Hurricane Matthew response

Hurricane Matthew struck southwestern Haiti on 4 October, killing nearly 900 people and causing widespread devastation.

ActionAid has been working in Haiti since 1997 and our long-standing partnerships with grassroots organisations enabled us to get to remote regions with speed.

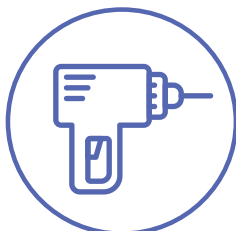
In Haiti, women-led teams had already received disaster relief training, meaning they could quickly assess what people needed and fairly distribute emergency supplies including clean water, food, and cholera kits.

In the UK we raised over £800,000 for survivors of Hurricane Matthew. These funds helped the local team in Haiti reach over 36,000 people and build five safe spaces where women can seek safety, get emergency supplies, receive counselling and learn how to protect themselves from violence.

Women lead the way

Mary Solange coordinates a women's group in the village of Bavette, one of the worst hit parts of Haiti.

"I am a nurse at the local health centre but in my spare time I am a women's community leader. I already had leadership training from ActionAid and when the hurricane hit this really helped because we were able to mobilise and work together. We made sure the most vulnerable, the old people and children, got to safety. As well as helping to hand out water and food supplies. I educated women about infection and how they can try and protect themselves and their families from sickness."



Over

45,000

people were trained to protect lives and livelihoods and prepare for emergencies.



“It’s not home, but it’s safe”

In 2016, Greece continued to be the epicentre of Europe’s refugee crisis. The country was a safe haven for thousands of refugees who fled conflict and travelled in treacherous conditions to reach Europe.

We secured almost £740,000 from the UK Department for International Development (DFID) and over £233,000 from generous UK donors to support our programmes in refugee camps on Lesbos and Athens.

Over 80,000 refugees received vital information from our cultural mediators and thousands of women received dignity kits, counselling and language training at ActionAid women’s centres.

“We could escape our sad thoughts for a while”

“I left Syria with my three children. When we arrived at the camp ActionAid’s staff told us how to register and get help,” says 23-year-old Hanan from Syria.

“Every day I went to the women friendly space. I felt safe, I could breastfeed my child and do activities like knitting and sewing. This was how we could escape our sad thoughts for a while.”

Did you see this headline?

ActionAid does not only respond to ‘newsworthy’ disasters. In 2016 we were there for people affected by hidden crises including flooding in Bangladesh, Kenya and the Gambia, Lassa fever in Nigeria and earthquakes in India.

Thanks to thousands of loyal financial supporters, we also continued to work alongside local communities to recover and rebuild following the conflict in Gaza, the earthquake in Nepal and the devastation of Ebola in West Africa.

SHE CAN



Strategic objective 5:

Ensure that women and girls can break the cycle of poverty and violence, build economic alternatives and claim control over their bodies.

We focus on women and girls' rights because the denial of women's rights is a grave and widespread global injustice. It is also a root cause of poverty. By supporting women to understand their rights and power, we enable them to be leaders and agents of change within their own communities and beyond.



Menstruation matters

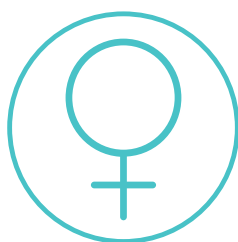
One in 10 girls in Africa misses school when they have their period – and less than half of primary schools have toilets.

On World Menstrual Hygiene Day our ground-breaking ‘periods posters’ had a potential reach of almost 200 million people through extensive media coverage, celebrity shares on social media and visitors to our blogs. Our coverage highlighted ActionAid Malawi’s innovative projects which are breaking taboos and keeping girls in the classroom.

“I used to miss four days of classes every month”

When Aida first got her period, she was terrified. “I didn’t know what it was,” she confesses. “My friends didn’t tell me about it.” Unable to afford sanitary pads, Aida used a traditional nyanda – a bulky piece of cotton.

“The boys at school could see my nyanda and laughed at me. So I would go home to escape the bullying. I used to miss around four days of classes every month,” she explains.



In 2016 ActionAid’s UK funded She CAN project reached over **20,000** women and girls in Bangladesh, Myanmar, Kenya and Zimbabwe.



At her local ActionAid Girls' Club, Aida was able to learn more about periods and receive reusable sanitary pads made by local women. Now she doesn't miss any classes – and her periods won't stand in the way of her achieving her goals.

Taking back the streets

In November 2016 an ActionAid study found that nearly half of women in the UK had experienced harassment in the past month – a figure which leaps up to 73% in Thailand and 83% in Brazil⁶.

As part of our Safer Cities campaign, millions of women across 17 countries are fighting for safer streets for women.

With support from UK grants, ActionAid Cambodia worked with local women's groups to establish 'harassment free' locations, including 26 bars in Phnom Penh. A radio programme raised awareness around women's issues and safety while local partners provided legal aid to survivors of sexual assault.

In the UK we ran an event in London's Marble Arch to highlight that one in three women is affected by violence. A parliamentary event in Speaker's House shone a spotlight on the women's rights groups across the world whose tireless campaigning has created legislation to protect women from violence.

What a way to make a living

ActionAid research has found that women work four years more than men over their lifetime – including unpaid work such as childcare and housework. The shocking statistic drew extensive media attention and led to advocacy work at the United Nations General Assembly (UNGA).

ActionAid publication *What a way to make a living* urged the governments of Vietnam, Bangladesh and Uganda to generate dignified and decent jobs instead of pursuing economic growth at the cost of workers' rights. This influential report led to an invitation to participate in King's College London's research consortium.



“I can’t give up my right to education”

Theresa Gono is a university student in Monrovia, Liberia. In 2015 she was raped on campus. Now she’s part of a women’s group who have been tirelessly lobbying the university to install lighting on campus and put an end to sexual assault.

“After I was raped I felt vulnerable going to my evening classes. I worried about walking in the dark,” Theresa says. “But I also know that this is my right to have an education and I can’t give up my rights.”

After four years of determined campaigning, the university installed lighting on campus. And the work hasn’t stopped there. Women’s Forums have been set up in several campuses to tackle violence against women resulting in the adoption of a code of conduct at Liberian universities on sexual harassment.

Safe from Harm

ActionAid in the UK’s generous supporters donated over £430,000 to our Safe from Harm Christmas appeal to help vulnerable girls around the world. The appeal included a moving film fronted by celebrities, including Gemma Chan and Andrea Risborough, which highlighted stories from survivors of gender-based violence. Over 50 celebrities and influencers supported the appeal with everything from penning blogs to tweeting solidarity.

MEET OUR CELEBRITY SUPPORTERS



Working with some of the UK's best-known faces helps us reach more people, raise more money and increase awareness of the challenges faced by women and girls around the world. Their passion and enthusiasm for our work is infectious and helps inspire others to get involved with us in the future.

So we'd like to say an enormous thank you to the talented ambassadors who give their time and energy to support women and girls living in poverty.



A few celebrity highlights from 2016

- Jo Brand, Miriam Margolyes and Fay Ripley shared their hilarious first period stories on World Menstrual Hygiene Day.
- Hugh Dennis cycled an astonishing 100 miles in Ride London to raise money for women and girls.
- Five actresses including Gemma Chan and Jane Horrocks appeared in a film to promote our Safe from Harm appeal.
- Singer and Britain's Got Talent judge Alesha Dixon generated over 25,000 views on Instagram when she interrupted her posts with a powerful testimony from an FGM survivor in Kenya.
- QPR footballer Steven Caulker travelled to Sierra Leone to visit the schools and livelihoods project he helped fund.
- Eight artists performed in our tent at the Latitude festival including Mark Watson, Robin Ince, Joe Lycett and Shazia Mirza.

THE YEAR AHEAD

Our three big aims over the next five years will be to mobilise resources, influence for change and support humanitarian action.

In the coming year, organisations in the UK who defend and promote internationalism, solidarity and justice face a challenging environment against the backdrop of a fractured European Union, isolationist USA and rise of the far right in Europe. We face not only a fight for values but also the ‘triple-squeeze’ of rising need, a challenging fundraising market and shrinking civil society space.

In the midst of this change and challenge, we will stay firmly rooted in our values and in the communities we work for whilst undergoing significant change to respond to the changing external environment. ActionAid in the UK’s new strategy ‘Together, with women and girls’ sets out our goals and focus for the next five years. Our ambition is to be a powerful force for change, fighting poverty and injustice and standing strong for the rights of women and girls living in poverty.

We’re shifting our focus because the denial of women and girls’ rights is one of the biggest causes of poverty worldwide, and a grave injustice. Our work will benefit men and boys living in poverty too but we will put the rights of women and girls at the centre of all that we do. With a stronger focus on women and girls we will aim to significantly reduce the risk of violence against women and girls, fight for women’s equal rights to economic opportunities and put the rights of women and girls, and their leadership, first in humanitarian emergencies.



Our three big aims over the next five years will be to mobilise resources, influence for change and support humanitarian action. In 2017 we will focus on attracting new financial supporters and develop stronger relationships with existing supporters. We will seek out new funding opportunities for both development and humanitarian work and expand our expertise to respond to commercial contracts.

With conflict and climate-driven crises on the increase, we intend to scale up our humanitarian response and resilience work. We will build our capacity to respond, working with and through local communities and focusing particularly on women's leadership and on the specific threats faced by women and girls.

We will influence change at all levels, from local communities to multinational agencies, working alongside women and girls so they know and can claim their rights; are resilient in the face of climate change, conflict and disaster; can speak out and challenge violence and exploitation; and have equal rights to land, pay and public services.

We will build a culture that is bold, connected, diverse, optimistic, open and respectful. This culture will help shape our systems, processes and policies. We will ensure effective processes are in place to support the delivery of the new strategy, including new finance and HR systems. We will develop our project management framework and align it to the new finance system. To reflect our core focus on the rights of women and girls, in 2017 we will also run a feminist leadership development programme.

STATUTORY REPORT AND FINANCIAL STATEMENTS

ActionAid is a company limited by guarantee and registered in England and Wales under company number 01295174. ActionAid is registered as a charity with the Charity Commission for England and Wales under charity number 274467, and with the Office of the Scottish Charity Regulator under charity number SC045476.

In this section of the Trustees' Report and Accounts 2016, 'ActionAid' refers to the UK-registered charitable company.

The Trustees present their statutory report with the financial statements of ActionAid for the year 2016. The Trustees' Report has been prepared in compliance with the Charities Act 2011, the Charities and Social Investment Act 2016 and is also a Directors' Report as required by Section 415 of the Companies Act 2006.

FUNDRAISING STATEMENT

It is the generosity of the UK public and ActionAid supporters and donors that allows us to help so many people out of poverty and change their lives for good. It is important to us that everyone who engages with us has a positive experience. We are accountable to our supporters as well as to our staff, partners, donors and, most importantly, to those living in poverty whom we support.

2016 has seen significant changes in the external fundraising environment. ActionAid has responded to these changes in a number of ways.

ActionAid is registered with the Fundraising Regulator and bound by its Code of Fundraising Practice. We continue to engage with the Regulator as this code is revised to ensure all our fundraising activities are compliant and operating to the highest standards.

In 2016, we undertook a review of our data protection policies and revised our data consent statement to offer supporters greater choice and control over how we communicate with them. We will continue to develop our approach to consent in line with the Data Protection Act and changes in the fundraising code as it evolves in the coming year.

Some of our fundraising activities are delivered with the support of professional fundraising organisations. Before we work with any external organisation, including telephone and face-to-face fundraising programmes, we first undertake a series of checks to ensure they are financially viable and meet our ethical criteria. In addition, all fundraising organisations working on our behalf must agree to abide by our Treating Donors Fairly policy to protect people who may be in vulnerable circumstances. Our fundraising managers undertook regular monitoring of our fundraising partners including listening to telephone calls, visiting face-to-face fundraising teams and completing 'mystery shopping' exercises.

We genuinely appreciate feedback from supporters and the public and have procedures in place to review our fundraising activities in light of feedback and complaints we may receive. In 2016, there were a total of 177 complaints relating to our fundraising activity. Thirty-six per cent of these complaints were relating to face-to-face fundraising activity, 19% to direct mail and 12% to telephone fundraising. We continuously seek improvement in our practice and we are pleased that complaints have reduced from 271 in 2015.

Supporters and our beneficiaries are at the heart of what ActionAid does. We will always strive to achieve the highest standards in our fundraising and communication with supporters. If we do not get something right we appreciate feedback to learn and improve our practices so we provide the very best supporter experience possible.

FINANCIAL REVIEW

In 2016 the income of ActionAid fell by 7.5% from £65.3m to £60.4m, following an increase of 3% in 2015.

The key reason for this fluctuation in income was that we did not need to respond to major humanitarian disasters to the same extent as in 2015, when we raised £5.8m to support disaster relief and reconstruction in Nepal.

In 2016 we held several successful philanthropy events, including one in Clarence House with our Patron, HRH The Prince of Wales, and one at Holyrood. We also successfully forged new high value partnerships with Reach out to Asia and the People's Postcode Lottery, amongst others, and delivered a digital-first Haiti emergency appeal, which allowed us to reach supporters efficiently and generate vital funds for our emergency response.

Despite these initiatives and the growing commitment and loyalty of our financial supporters, which resulted in increased retention rates and lower complaint levels than in previous years, regular giving income fell slightly by £0.8m to £32.0m, in tough conditions for charities. Looking forward, a new fundraising regulator has been established to set and promote fundraising practices. This is likely to lead to further changes in fundraising regulations, which could also have some impact on how we raise funds from the public in future, but offsetting this we are excited about some of the new fundraising ideas coming out of our new strategy.

Expenditure

In 2016 ActionAid spent £56.6m, 84% of which was on charitable activities (2015 85%). Our charitable activities include grants for work around the world by ActionAid Federation members in areas of the greatest need, emergency and humanitarian work, campaigning and policy influencing in the UK and overseas and education work in the UK. The focus of these activities is to enable people living in poverty to hold governments and companies to account, to promote sustainable agriculture, to improve the quality of public education, to respond to emergencies and to promote women's and girls' rights.

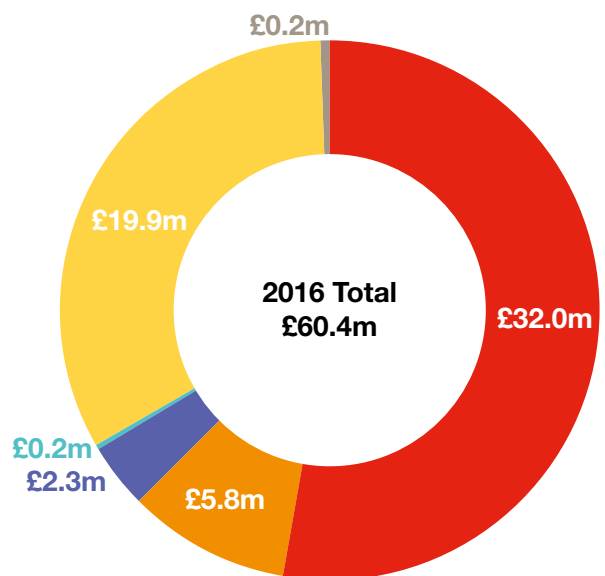
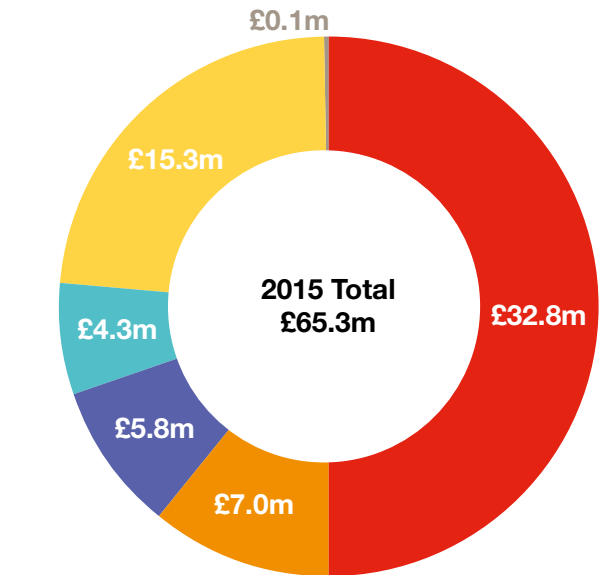
Despite a small reduction in total fundraising expenditure to £9.3m (2015 £9.4m), as a percentage of income in 2016 fundraising expenditure rose slightly to 15.4% of total income, as overall income fell due to a lack of emergency income. We continue to carefully monitor the long term effectiveness and returns from our fundraising investments to ensure that they offer best value to maximise income.

Reserves

Reserves are funds that we are yet to spend. Our supporters and donors expect that their money will help us to realise our vision in an appropriate timeframe and, for this reason, we do not hold excessive reserves. Our restricted reserves represent funds received for specific project work.

The increase in restricted reserves to £8.758 million at the end of 2015 (£7.425 million in 2015) is mainly due to an increase in accrued income at the end of the year driven by humanitarian funds from the Start network and the delay in remitting full funds to certain countries for a couple of programmes as a result of local legal requirements changing, which were outside of our control. These funds will be distributed in 2017.

Our income



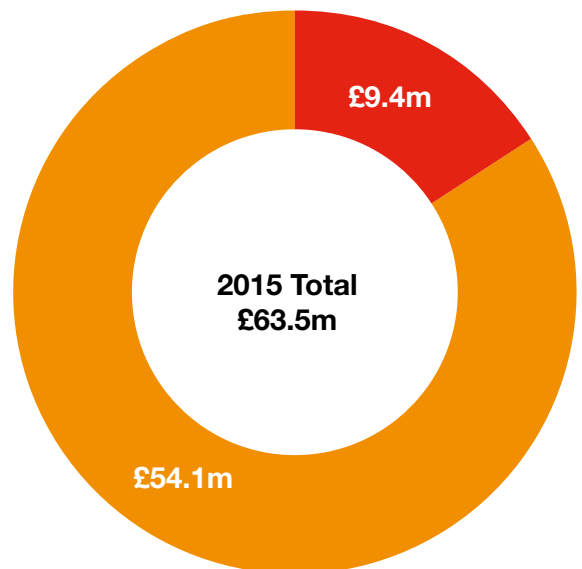
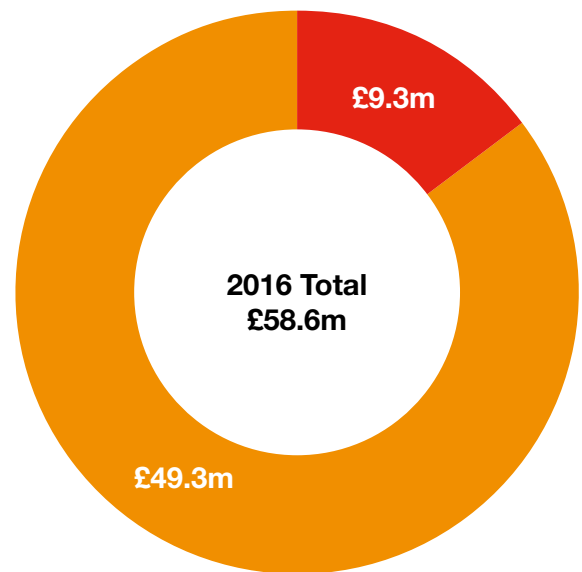
| | 2016 £m | 2015 £m |
|---|-------------|-------------|
| ■ Committed giving | 32.0 | 32.8 |
| ■ Appeals, individuals and legacies | 5.8 | 7.0 |
| ■ NGOs, trusts and companies | 2.3 | 5.8 |
| ■ DEC | 0.2 | 4.3 |
| ■ Government and EU (including DFID PPA) | 19.9 | 15.3 |
| ■ Other | 0.2 | 0.1 |
| Total | 60.4 | 65.3 |



Our policy for General fund reserves is to retain a minimum of 2.6 months of planned annual expenditure (equivalent to £3.8 million). Our Trustees believe that this balances the need to apply funds to our mission whilst at the same time ensuring there are sufficient funds to run our day-to-day business, to pre-finance some projects funded by the European Union and to protect us from unanticipated shocks. Our general reserves of £7.935 million at the end of 2016 (£8.172 million in 2015) represents 5.4 months of planned annual expenditure (5.1 months in 2015). We believe this is temporarily acceptable due to uncertainty about the impact of the new fundraising regulations on our committed giving programme. The new strategy forecasts that the general reserve will fall over the next three years back to the policy level, with funds being used to fund systems and fundraising investments required to deliver the new strategy.

ActionAid's Trustees have established designated reserves that relate to: our holding of tangible fixed assets (£0.5m), Emergency and Humanitarian response (£0.5m), Emergency response fund (£0.25m) and Exchange rate movement (£0.6m). Further details of these funds can be found in note 14. The balance of this reserve at the end of 2016 was £1.832 million (2015 £573,000) with the increase caused by the establishment of the two Humanitarian and Exchange rate movement funds.

ActionAid's cash position at the end of the year stood at £17.9m and consisted of both restricted and unrestricted funds. This represents an increase of £2.8m and is in the main due to the total surplus generated of £2.4m in the year.

Our expenditure



| | 2016 £m | 2015 £m |
|--|------------|------------|
| Total expenditure | | |
|  Raising funds | 9.3 | 9.4 |
|  Charitable activities | 49.3 | 54.1 |
| Total | 58.6 | 63.5 |

Grant-making policy

We grant our funds to the ActionAid International Secretariat for wider disbursement to the Federation's country programmes and their partners, according to the management agreement that exists between ActionAid and ActionAid International. On occasions we make grants to other carefully selected charities where it is deemed that this is the most effective way of delivering our charitable aims.

ActionAid International's finances

These accounts reflect the financial performance of the UK charity, which is a member of the ActionAid International Federation. To find out more about ActionAid International's work or finances, see: www.actionaid.org

Where does our money come from?

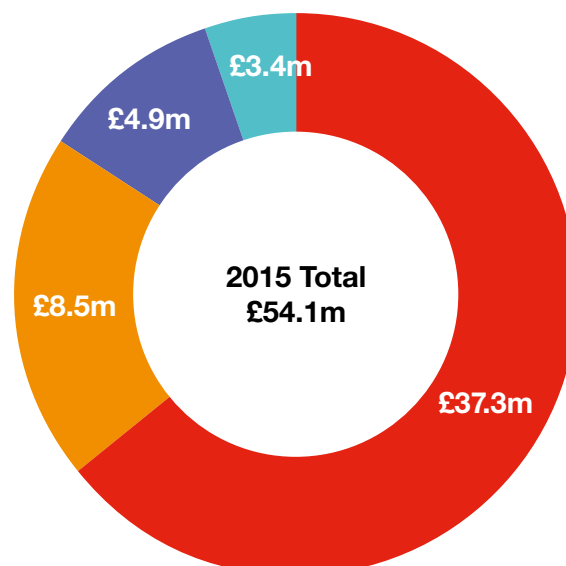
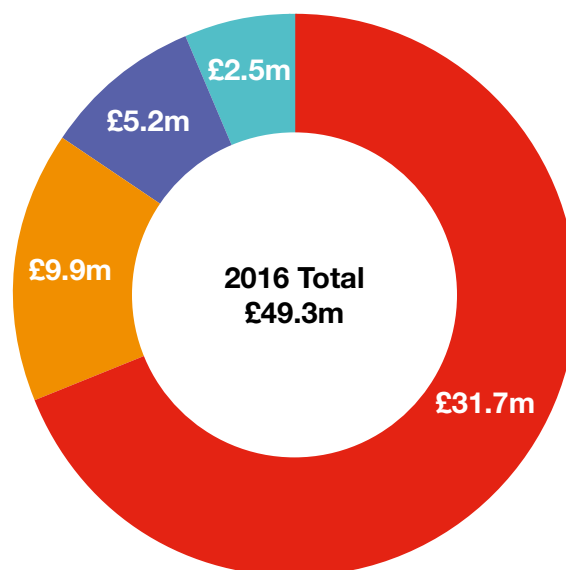
We receive income from a number of sources and the proportions have not changed significantly from 2015, with committed giving from individuals as the largest element. Funding from individuals is the best guarantee of our true independence as a charity.

How was the money spent?

The chart below shows our 2016 expenditure split between raising funds, our charitable work and governance. ActionAid has made grants to ActionAid International to assist country programmes to deliver against our ambitious strategy and to strengthen our global Federation. We also undertake activities in the UK in pursuit of our global mission.

Our expenditure on our charitable work is further split out below between key activities.

Our charitable expenditure



| Charitable activities | 2016 £m | 2015 £m |
|--------------------------------------|-------------|-------------|
| Grants to AAI and Federation members | 31.7 | 37.3 |
| Emergency and Humanitarian response | 9.9 | 8.5 |
| Campaigning and policy influencing | 5.2 | 4.9 |
| Education work | 2.5 | 3.4 |
| Total | 49.3 | 54.1 |

PRINCIPAL RISKS AND UNCERTAINTIES

ActionAid operates in a rapidly changing environment where it is critical to identify and mitigate the principal risks faced by the organisation. The Board of Trustees has ultimate responsibility for risk management within ActionAid. Operational responsibility for managing risks on a day-to-day basis is delegated to the Chief Executive and the Senior Leadership Team.

Trustees are satisfied that appropriate internal control systems are in place within ActionAid to manage the key strategic and operational risks that are identified. The following framework provides the Trustees with assurance that systems are in place to manage risks:

- The Board of Trustees receives regular reports on performance against the approved strategy and annual plans and budgets. Trustees also review the work of the respective Committees and the Senior Leadership Team on the oversight and management of significant risks and consider the adequacy and effectiveness of mitigating actions to reduce the impact of identified risks.
- The Performance, Finance and Audit Committee has oversight of organisational risks and the internal controls framework within which we operate. The Committee approves the ActionAid risk-based internal audit plan for the UK, reviews the ActionAid International audit plans and ensures appropriate coverage across operational functions and activities. The Committee receives summaries of all internal audit reports, regular progress reports and updates on the status of organisational risks and associated mitigating actions that are in place.
- The Public Engagement Committee has oversight of our public communications strategy. It ensures that we are fundraising in a manner which is in line with both our legal obligations and public expectations of charities, and that associated risks are identified and managed appropriately.
- The Senior Leadership Team reviews the significant organisational risks on a regular basis and ensures that the internal control system within which ActionAid operates is effective in managing identified risks. The Team considers new and emerging risks, reviews internal audit and risk management reports and assesses progress on implementing mitigating actions.
- We recognise both our legal obligation and moral duty to safeguard funds entrusted to us and have zero tolerance of fraud, bribery, corruption and terrorist activity. In addition to policies and procedures for raising complaints and grievances, there is also a whistleblowing policy whereby members of staff or volunteers can raise suspicions of wrongdoing, risk or malpractice within the organisation.
- There are operational, communication and reputation management plans in place to help ensure effective and timely management of risks associated with the increasing scrutiny of the charity sector including fundraising practices and the efficient use of resources.

Our most significant risks and mitigating actions, covering our work in the UK and our work in support of the ActionAid International, are reviewed on an annual basis by senior management and our Trustees. These are set out below:

Risks

Trust in charities: declining trust in charities combined with increased regulation, media and public scrutiny means we will redouble our efforts to ensure our systems and processes are effective and that we use our resources efficiently.

Funding our strategy: the current economic environment and changes to the legal and regulatory framework within which we undertake our fundraising activities in the UK continue to impact on our ability to raise funds cost effectively and to fund the delivery of our strategy.

Coordination with member countries and capacity to deliver programmes: ActionAid International member countries must be coordinated with UK stakeholders or our ability to raise funds, influence policy and campaign in the UK may be adversely affected. The financial sustainability of some member countries and their capacity to deliver programmes may also reduce opportunities to work in those countries.

Assurances on Federation systems: we may not be able to demonstrate compliance with policies and monitor the effectiveness of our work overseas without a clear line of sight on Federation-wide risk management systems.

Information and digital technology: as our use of information and digital technology continues to increase, the threat posed by external parties wanting to gain access to our systems and data for fraudulent purposes also poses a greater risk.

Service users, staff and volunteers' health, safety and security: a breach in our health, safety, security and safeguarding systems may lead to an incident that compromises the personal safety, health or security of our service users, staff or volunteers. In particular, staff and volunteers working internationally may face increased security risks due to the changing and potentially unstable context within which we operate.

Mitigating actions

We will continue to check our compliance with fundraising laws, regulations and best practice. We also have arrangements in place to monitor the compliance of any fundraising agencies we work with and we will continue to stay ahead of the curve by adopting best practices.

We will continue to explore new sources of income whilst focusing on stabilising and growing supporter acquisitions in the UK. We will also continue with our programme of cost efficiency projects and have worked with ActionAid International on the new Federation-wide resource mobilisation strategy and allocation plan.

We are working with ActionAid International to communicate and reinforce guidelines on working with UK stakeholders. Our contract management system will enable the UK to better identify countries that have a relationship with UK stakeholders and manage associated risks.

We will continue to engage with ActionAid International on key global initiatives including the implementation of the global finance system, the new contract management system and strengthening mechanisms to provide Federation-wide assurances on compliance, value for money and the effectiveness of our international work.

We will continue to monitor the effectiveness of our information and digital technology risk assessments and preventative controls on all existing and proposed new systems to reduce any threats posed by external parties.

Health, safety, security and safeguarding systems, policies and procedures are in place in the UK and at country levels. In particular, security training is provided to all staff and volunteers who travel overseas, risk assessments are undertaken before travel and appropriate monitoring and reporting mechanisms are in place.

GOVERNANCE, LEADERSHIP AND TRUSTEE DECLARATION

Our accountability is to those living in poverty, and also to our supporters here in the UK to ensure that they have confidence in how we use our resources.

ActionAid is a full affiliate member of ActionAid International, an association registered in The Hague (Netherlands) with its global secretariat and head office in Johannesburg, South Africa.

Financial statements have been prepared in accordance with the accounting policies and comply with the charitable company's Memorandum and Articles of Association, applicable laws and requirements of Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP FRS102).

ActionAid is an England & Wales and Scotland-registered charity and also a company limited by guarantee. We are governed by a Board of Trustees who are also considered directors under company law.

ActionAid has a wholly-owned subsidiary – ActionAid Enterprises Limited (company number 05011412). The company did not trade in the year ending 31 December 2016.

Public benefit

The Trustees have taken note of the Charity Commission's guidance on public benefit. ActionAid has made grants of just under £38 million to both ActionAid International and to ActionAid International Federation members to assist country programmes to deliver against our ambitious strategy and strengthen our International Federation. Please refer to note 7 in the accounts for the detail.

The Trustees confirm that in setting objectives and planning activities for 2016, they gave consideration to the Charity Commission's public benefit guidance.

The ActionAid Board of Trustees

ActionAid's Board of Trustees is charged with ensuring a sharp focus on our mission and values. We set the strategic direction, check our progress against strategy, ensure that we are financially sound and answerable to people living in poverty around the world and to our supporters in the UK, and make certain that we are compliant with all the relevant laws and regulations. We take seriously our responsibility to safeguard funds entrusted to us to change for good the lives of people living in poverty in the countries where we work. We have a zero tolerance policy on fraud, bribery and corruption.

The Board delegates day-to-day decision making and operations to the Chief Executive Officer and the Senior Leadership Team. The Board meets formally at least four times a year, in addition to holding a two-day retreat to consider ActionAid's strategic direction given the changing context in which international development charities operate.

There are five sub-committees of the Board:

- **The Performance, Finance and Audit Committee** is responsible for assurance oversight of the highest standards of integrity, financial reporting and internal control. In addition to reviewing organisational performance and results against plan, the committee also makes certain that ActionAid's systems of financial control in the UK comply with legal requirements and provide reasonable assurance against material misstatement or loss.
- **The Governance and Board Development Committee** has responsibility for good governance according to the relevant Codes of Good Practice, considers governance issues, assesses the Board's composition and is responsible for the recruitment, and induction of new Trustees. It acts as a nominations committee for appointments to ActionAid's board committees. The committee also oversees UK governance reviews and manages the Board development plan, which sets clear objectives for the Board's work plan and development.
- **The Remuneration Committee** sets the overall salary policy for ActionAid in the UK, having regard to our agreed policies and principles and the external UK environment in relation to remuneration. It also ensures that the Senior Leadership Team implements the policy. The committee also sets the remuneration of the CEO and directors. The Annual Remuneration Statement for 2016 can be found below.
- **The ActionAid International Relationships Committee** focuses on the relationships between ActionAid, ActionAid International and other countries within the Federation, as well as leading our input into international policy, principles and governance structures.
- **The Public Engagement Committee** has oversight of our public communications strategy. It ensures that we are fundraising in a manner which is in line with both our legal obligations and public expectations of charities, and that associated risks are identified and managed appropriately.

The Board Chair and the committee chairs meet regularly as the Chairs Group to provide strong cohesive leadership and effective coordination.

The ActionAid Board plays an active role in the ActionAid International Assembly, the top-level decision-making body within the Federation. ActionAid International (AAI) also nominates a representative as a member of the ActionAid Board with our agreement. The representative plays an invaluable two-way role in ensuring effective communication. The current AAI representative to the ActionAid Board is Marilyn Aniwa, also the Chair of ActionAid Ghana.

Trustees, including the Chair, are recruited by open selection and are appointed for a four-year term, renewable for a further four years. Three new Trustees were appointed in 2016. New Trustees receive a tailored induction, and all Trustees take part in additional training throughout the year to ensure they continue to develop their skills as Trustees and are aware of relevant legislative changes.

A skills audit allows us to maintain Board diversity and skills that are appropriate to current and future challenges. There are regular governance reviews, usually every two to three years. As a result of a review, ActionAid amended its Articles of Association in 2016 so that they reflect the most recent legal position. Annual Trustee appraisals ensure that Trustees receive the information and development opportunities they need to make an effective contribution to ActionAid's governance.

ActionAid International pays for Trustee Indemnity Insurance for the UK Trustees.

Trustee responsibilities for reporting and financial statements

The Trustees (who are also directors of ActionAid for the purposes of company law) are responsible for preparing the report of the Trustees including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware there is no relevant audit information of which the charitable company's auditors are unaware; and the Trustees have taken all steps that they ought reasonably to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Internal control

The Trustees have overall responsibility for ActionAid's systems of internal control. Trustees recognise that systems of control can only provide a reasonable and not complete assurance against inappropriate or ineffective use of resources, or against the risk of errors or fraud.

Trustees remain satisfied that ActionAid's systems provide reasonable assurance that the charity operates efficiently and effectively, safeguards its assets, maintains proper records and complies with relevant laws and regulations.

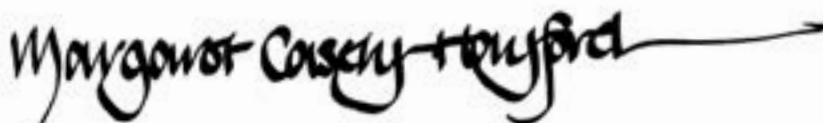
ActionAid operates a comprehensive accountability system. This includes annual planning, with plans approved by Trustees, and annual budgets. Trustees consider actual results compared with plans and forecasts, and non-financial performance data. Other controls include delegation of authority and segregation of duties. The Internal Audit function of AAI reviews the effectiveness of internal controls and its reports are seen by the Performance Finance and Audit Committee.

Members' guarantee

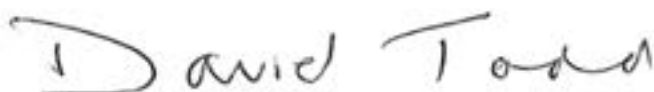
Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2016 was 15 (2015: 12).

Auditors

Sayer Vincent LLP was reappointed as the charitable company's auditor during the year. The firm is willing to continue in that capacity. The report of the Trustees including the Strategic Report was approved by the Trustees on 12 May 2017 and signed on their behalf by:



Margaret Casely-Hayford
(Chair)



David Todd
(Treasurer)

CORPORATE DIRECTORY

Board of Trustees

| Name | Office | Date of appointment/ resignation |
|-------------------------|--|---|
| Margaret Casely-Hayford | Chair ActionAid International Assembly Representative (June 2016) | appointed 15 May 2014, appointed as Chair November 2014 |
| Patricia Whaley | Vice Chair ActionAid International Assembly Representative (December 2016) | appointed 19 March 2010 |
| David Todd | Honorary Treasurer | appointed 9 October 2014 |
| Marilyn Aniwa | ActionAid International Representative | appointed 6 March 2014 |
| Noelie Audi-Dor | | appointed 10 March 2016 |
| Catharine Brown | | appointed 12 March 2015 |
| Colin Byrne | | appointed 12 March 2015 |
| Alex Cobham | | appointed 14 May 2015 |
| Rosalind Eyben | | appointed 19 March 2010 |
| Giles Fernando | | appointed 1 October 2013 |
| Sophie Healy-Thow | | appointed 10 March 2016 |
| Joanna Maycock | | appointed 4 December 2014 |
| John Monks | | appointed 1 October 2013 |
| Helen Pankhurst | | appointed 21 July 2016 |
| Gemma Peters | | appointed 1 July 2011 |

Governance and Board Development Committee

| Name | Office | Date of appointment/ resignation |
|-------------------------|---------------|--|
| Patricia Whaley | Chair | appointed as member and Chair 4 December 2014 |
| Margaret Casely-Hayford | | appointed 9 October 2014 |
| Rosalind Eyben | | appointed 7 April 2011 |
| Gemma Peters | | appointed 24 September 2015 |

Performance, Finance and Audit Committee

| Name | Office | Date of appointment/ resignation |
|-----------------|--------|--|
| David Todd | Chair | appointed as member and Chair 9 October 2014 |
| Patricia Whaley | | appointed 19 March 2010 resigned 22 November 2016 |
| John Monks | | appointed 12 December 2013 |
| Catharine Brown | | appointed 24 September 2015 |
| Giles Fernando | | appointed 24 September 2015 |

ActionAid International Relationships Committee

| Name | Office | Date of appointment/ resignation |
|----------------------------|--------|---|
| Rosalind Eyben | Chair | appointed 26 March 2013 |
| Margaret Casely-Hayford | | appointed 9 October 2014 |
| David Todd | | appointed 4 December 2014 resigned 20 May 2016 |
| Joanna Maycock | | appointed 24 September 2015 |
| Marilyn Aniwa | | appointed 9 October 2014 |
| Alex Cobham | | appointed 24 September 2015 |
| Sophie Healy-Thow | | appointed 16 June 2016 |
| Helen Pankhurst | | appointed 2 December 2016 |

Public Engagement Committee

| Name | Office | Date of appointment/ resignation |
|-----------------|--------|-------------------------------------|
| Giles Fernando | Chair | appointed 24 September 2015 |
| Joanna Maycock | | appointed 24 September 2015 |
| Gemma Peters | | appointed 24 September 2015 |
| Alex Cobham | | appointed 24 September 2015 |
| Catharine Brown | | appointed 24 September 2015 |
| Colin Byrne | | appointed 24 September 2015 |
| Noelie Audi-Dor | | appointed 16 June 2016 |

Remuneration Committee

| Name | Office | Date of appointment/ resignation |
|----------------------------|--------|-------------------------------------|
| Margaret Casely-Hayford | Chair | appointed 4 December 2014 |
| David Todd | | appointed 9 October 2014 |
| John Monks | | appointed 24 September 2015 |
| Colin Byrne | | appointed 24 September 2015 |

Principal Officers

- Girish Menon, Chief Executive
- Janet Convery, Director of Public Engagement
- Judith Davey, Director of People, Performance and Accountability (stepped down 29 February 2016)
- Helen McEachern, Director of Fundraising
- Nuria Molina, Director of Policy, Advocacy and Campaigns (stepped down 30 June 2016)
- Alison Holder, Interim Director of Policy, Advocacy and Programmes (appointed 4 January 2016, stepped down 14 October 2016)
- John Good, Chief Operating Officer (appointed 30 August 2016)
- Dorcas Erskine, Director of Policy, Advocacy and Programmes (appointed 10 October 2016)
- Philip Robinson, Acting Director of Finance and Resources (until 29 August 2016)

Patron

His Royal Highness, The Prince of Wales

Legal and Administrative Information

Auditors

Sayer Vincent LLP
4th Floor
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

Solicitors

Bates, Wells & Braithwaite LLP
10 Queen Street Place
London
EC4R 1BE

Bankers

The Co-operative Bank plc
Charity & Social Enterprise Banking
4th Floor
Prescot Street
London
E1 8AZ

Company Secretary

Jessica Holifield

Registered Office 33–39 Bowling Green Lane, London, EC1R 0BJ
Tel: 020 3122 0561 Email: mail@actionaid.org Web: www.actionaid.org.uk



“When I am on the pitch I forget all my worries and the hard things I went through in Syria”

17-year-old Hanin is the centre forward for ActionAid’s all-female refugee football team in Lebanon. She had to flee Syria when her father died and it became far too dangerous to live there anymore. The team is made up of Lebanese, Syrian and Palestinian girls who met at an ActionAid Community Centre.

ANNUAL REMUNERATION STATEMENT FOR 2016

1. Summary

This is ActionAid's annual governance statement for remuneration. The Head of Human Resources and Organisational Development confirms that the organisation has complied with its salary policy during 2016.

There was one compromise agreement, however there were no additional ex gratia payments, appeals or tribunals relating to employment or remuneration matters during the year.

2. Governance Arrangements for Remuneration

The Remuneration Committee of the Board of Trustees ensures that there is a formal transparent policy and process for agreeing the level of available funds for salaries of all staff. They also set the remuneration of the Chief Executive Officer. The aim of the approach is to balance the needs to attract, retain and motivate high quality individuals who deliver high levels of impact against our mission, with the financial considerations of being a charity. To inform these decisions, and to ensure that our approach is fair, we benchmark our pay awards with comparator organisations using various data sources, the consumer price index, and affordability to ensure that we remain financially sustainable.

3. Remuneration Policies (Salary and Benefits)

All employees are able to view our remuneration and benefits policies, and we openly share with them how the pay award has been decided. This is ratified by the Union each year. The policies are aligned to the organisation's mission, vision and values whilst being cognisant of the market place, and financial landscape, within which we operate.

A key reference point from this (although not formally encapsulated in our salary policy) is the ratio between the highest and lowest-paid employee (our apprentices) and we maintain a commendable ratio of under 6:1. We are a Living Wage employer, and champion the Living Wage initiative.

We are an active member of the Charity Pay Club sharing pay data and information that helps us to benchmark salaries and benefits with similar organisations in the sector. We also use other external data sources (including XpertHR and Croner) to compare ActionAid to similar organisations in size and scope. Taking data from a range of different sources produces a robust and consistent picture of the market enabling us to compare our salaries to the median level of base pay that other organisations pay for similar roles at our job size level, functionality and location.

A summary of our remuneration policies is available on request.

4. Review of the Year

The Remuneration Committee met during 2016 to ensure that our Remuneration Policies (Salary and Benefits) were adhered to, and also that we remain compliant with the recommendations of the NCVO guidelines on senior pay.

The annual pay negotiations with the Trade Union resulted in an agreed wage settlement of 0.8% for employees in lower grades, down to 0.2% for those in the highest grades, which is in line with our values of supporting the lowest paid employees where we can. The pay award continues to be in line with our peer organisations when you factor in the automatic increment that 85% of staff will receive in 2017.

Through the deployment of our Apprentice Development Scheme, we continue in our commitment to giving young people without higher educational qualifications a chance to enter the employment market on a reasonable level of basic pay. They join on the Living Wage for their location, and in addition to this, have received an additional payment to reflect the increasing contribution they are likely to make in their second year.

5. Senior staff pay

As per the NCVO guidelines the following states the numbers of senior members of staff at each of the relevant pay bands. This is not what they actually earned in 2016, it reflects their salary band by the end of 2016.

| Pay bands | Number of staff in band |
|----------------------|--------------------------------|
| £100,000 to £110,000 | 1 |
| £90,000 to £99,999 | 2 |
| £80,000 to £89,999 | 0 |
| £70,000 to £79,999 | 2 |
| £60,000 to £69,999 | 8 |

Our CEO was paid £98,836 up to August 2016 when he received his contractual increment which took his pay to £100,318.

Our current senior leadership team of four people was paid the equivalent of £331,134 for 2016 (had they all been in post for the full year).

6. Future plans

We will be implementing a new strategy for the next five years and therefore will be reviewing how we reward and recognise employees, benchmarking salaries and benefits against other, similar organisations to ensure that our pay provision remains objective, fair and consistent whilst also maintaining transparency.

INDEPENDENT AUDITOR'S REPORT

Independent auditor's report to the members of ActionAid

Opinion

We have audited the financial statements of ActionAid (the 'charitable company') for the year ended 31 December 2016 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate.

- The Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.
- The Trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' annual report, including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us.
- The financial statements are not in agreement with the accounting records and returns.
- Certain disclosures of Trustees' remuneration specified by law are not made.
- We have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities set out in the Trustees' annual report, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Sayer Vincent LLP

Noelia Serrano

(Senior statutory auditor)

15 May 2017

Date

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms
of section 1212 of the Companies Act 2006

STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 December 2016 incorporating an income and expenditure account

| | Notes | Restricted funds (£'000) | Unrestricted funds (£'000) | 2016 Total (£'000) | Restricted funds (£'000) | Unrestricted funds (£'000) | 2015 Total (£'000) |
|---|-------|--------------------------|----------------------------|--------------------|--------------------------|----------------------------|--------------------|
| Income | | | | | | | |
| Income from: | | | | | | | |
| – Donations and legacies | 2a | 13,790 | 27,360 | 41,150 | 19,922 | 28,399 | 48,321 |
| – Trading | 2a | - | 11 | 11 | - | 15 | 15 |
| – Investment income | 2c | - | 78 | 78 | 1 | 30 | 31 |
| Income from charitable activities: | | | | | | | |
| – Grants | 2b | 18,516 | 640 | 19,156 | 16,339 | 607 | 16,946 |
| – Trading income from charitable activities | 2b | - | 11 | 11 | - | 18 | 18 |
| Total Income | | 32,306 | 28,100 | 60,406 | 36,262 | 29,069 | 65,331 |
| Expenditure on: | | | | | | | |
| Raising funds: | | | | | | | |
| – Raising funds | 4 | 77 | 9,240 | 9,317 | 167 | 9,256 | 9,423 |
| – Fundraising trading: costs of goods sold and other costs | 4 | - | 5 | 5 | - | 16 | 16 |
| Charitable activities | 6 | 30,896 | 18,402 | 49,298 | 34,460 | 19,570 | 54,030 |
| Total Expenditure | | 30,973 | 27,647 | 58,620 | 34,627 | 28,842 | 63,469 |
| Net income / (expenditure) | | 1,333 | 453 | 1,786 | 1,635 | 227 | 1,862 |
| Gross transfers between funds | | - | - | - | - | - | - |
| Net income / (expenditure) for the year before other recognised gains and losses | | 1,333 | 453 | 1,786 | 1,635 | 227 | 1,862 |
| Exchange rate gains (losses) | | - | 569 | 569 | (75) | 113 | 38 |
| Net movement in funds | | 1,333 | 1,022 | 2,355 | 1,560 | 340 | 1,900 |
| Total funds brought forward at 1 January | | 7,425 | 8,745 | 16,170 | 5,865 | 8,405 | 14,270 |
| Total funds carried forward at 31 December | | 8,758 | 9,767 | 18,525 | 7,425 | 8,745 | 16,170 |

The notes on pages 65–84 form part of these financial statements. There are no recognised gains and losses other than those shown above. Movements in funds are disclosed in notes 14 and 15 to the financial statements.

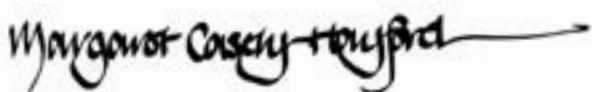
All income and expenditure derives from continuing activities

BALANCE SHEET

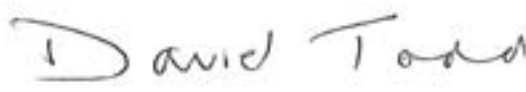
as at 31 December 2016

| | Notes | 2016 £'000 | 2015 £'000 |
|--|-------|---------------|---------------|
| Tangible fixed assets | 11 | 513 | 573 |
| Current assets | | | |
| Debtors | 12 | 4,835 | 4,585 |
| Cash at bank | | 17,891 | 15,130 |
| | | 22,726 | 19,715 |
| Liabilities | | | |
| Creditors: amounts falling due within one year | 13 | 4,714 | 4,118 |
| Net current assets | | 18,012 | 15,597 |
| Net assets | | 18,525 | 16,170 |
| Funds | | | |
| Restricted funds | 15 | | |
| – Income funds | | 8,758 | 7,425 |
| Unrestricted funds | | | |
| – Designated funds | 14 | 1,832 | 573 |
| – General funds | | 7,935 | 8,172 |
| Total funds | | 18,525 | 16,170 |

Approved by the Trustees and signed on their behalf by



Margaret Casely-Hayford
(Chair)



David Todd
(Treasurer)

12 May 2017

Date

Registered in England and Wales – company no. 01295174

STATEMENT OF CASH FLOWS

for the year ended 31 December 2016

| | | | | |
|--|----------------|---------------|---------|----------------|
| <i>Cash Flows from operating activities</i> | 2016 | 2015 | | |
| | (£'000) | (£'000) | | |
| Net cash provided by / (used in) operating activities | 2,229 | (97) | | |
| Cash flows from investing activities | | | | |
| Interest from investment | 21 | 31 | | |
| Purchase of tangible fixed assets | (58) | (67) | | |
| Net cash provided by / (used in) investing activities | 2,192 | (133) | | |
| Change in cash and cash equivalents in the year | 2,192 | (133) | | |
| Cash and cash equivalents at the beginning of the year | 15,130 | 15,225 | | |
| Change in cash and cash equivalents due to exchange rate movements | 569 | 38 | | |
| Cash and cash equivalents at the end of the year | 17,891 | 15,130 | | |
| <i>Reconciliation of net income / (expenditure) to net cash flow from operating activities</i> | 2016 | 2015 | | |
| | (£'000) | (£'000) | | |
| Net movement in funds | 2,355 | 1,900 | | |
| Depreciation | 118 | 140 | | |
| Increase in debtors | (250) | (975) | | |
| Increase/(decrease) in creditors | 596 | (1,093) | | |
| Interest received | (21) | (31) | | |
| Exchange rate movements | (569) | (38) | | |
| Net cash provided by / (used in) operating activities | 2,229 | (97) | | |
| <i>Analysis of cash and cash equivalents</i> | 2015 | Cashflows | Other | 2016 |
| | (£000) | (£000) | (£'000) | (£'000) |
| Cash at bank | 15,130 | 2,192 | 569 | 17,891 |
| Total cash and cash equivalents | 15,130 | 2,192 | 569 | 17,891 |

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31 December 2016

1. Accounting policies

Statutory information

ActionAid is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 33–39 Bowling Green Lane, London EC1R 0BJ.

Basis of accounting

These financial statements are prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (September 2015) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Trading subsidiary

There was no activity in the subsidiary undertaken in the year and therefore the accounts are not consolidated.

Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS102.

Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Country programmes

ActionAid maintains legal ownership of a number of overseas country programmes which are no longer included in these financial statements. This treatment reflects the operational organisation of the programmes as their activities, assets and liabilities are under the direction of ActionAid International and are deemed to be 'controlled' by the ActionAid International board following internationalisation. Although assets may revert to ActionAid in the highly unlikely event that the internationalisation process is halted, the economic rights and obligations connected with country programmes have been transferred to ActionAid International under the terms of various formal agreements between the entities.

1. Accounting policies (continued)

Fund accounting

All funds raised by ActionAid are used in the furtherance of its charitable objects. There are two types of funds as follows:

- **Restricted funds** are raised on the basis of an agreement or understanding with the donors that their use will be restricted to certain specified projects, activities or areas of operation. These restricted funds are accounted for separately.
- **Unrestricted funds** are those that are spent at the discretion of ActionAid's Trustees for use on any of the charity's general charitable purposes. With the consent of the relevant donors, tax recovered through Gift Aid is generally treated as unrestricted.

The accounting for sponsorship and other committed giving income is in accordance with the information provided to supporters. For all child sponsorships commencing after 2003 income is restricted as follows: 20% is unrestricted. Of the balance, 70% is restricted to benefit the community in which the child lives, 10% can be spent on wider activities in the same country, 10% can be applied to international activities with the remaining 10% available to cover local sponsorships administration and information gathering.

ActionAid aims to make its income more flexible by encouraging supporters to transfer from child sponsorship to less restricted forms of giving over time such as Next Step. In January 2015 Next Step income was derestricted such that 100% of income from those donors that were contacted became unrestricted. Of those not contacted, 20% of Next Step income is also unrestricted and of the balance, 90% spent within the selected country, while 10% may be applied to international activities.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition has not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Gifts in kind are recognised when they relate to something that ActionAid would have paid for had they not been received for free and for which there is particular benefit. When this is the case, if the benefit to the charity is reasonably quantifiable and measurable, the gift in kind will be credited to income and debited to expenditure on the basis of the lower of a market-price valuation or the gross value to ActionAid and the corresponding expenditure is taken to the appropriate heading on the SOFA or is capitalised.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

All expenditure is accounted for on an accruals basis. Costs reported under each heading in the statement of financial activities reflect the allocation of activities directly attributable to that heading and an apportionment of support and governance costs (see below).

Where the costs of direct activities fall under more than one of the headings, they are apportioned on a consistent basis by senior management.

1. Accounting policies (continued)

The cost of raising funds represents expenditure incurred in the UK on raising funds from committed giving supporters, institutional donors, and other members of the public, as well as keeping them informed as to how their donations are being spent.

Charitable activities comprise:

- Grants from ActionAid to ActionAid International and Federation members to be spent on managing and delivering the long-term development and rehabilitation projects in ActionAid International country programmes worldwide. This includes expenditure of funds received from the European Union for projects in country programmes.
- Grants from ActionAid to ActionAid International and Federation members to be spent on managing and delivering the emergency relief and humanitarian relief projects in ActionAid International country programmes worldwide.
- Policy-influencing and campaigning work carried out in the UK and internationally.
- Education work carried out in the UK and internationally.

Governance costs are the costs associated with the governance arrangements of the charity. The costs included in this category relate to organisational administration and compliance with constitutional and statutory requirements. Costs are allocated across the categories of the costs of raising funds and charitable expenditure. The basis of the cost allocation is staff numbers.

Support costs include expenditure on general management, payroll administration, budgeting and accounting, information technology, property management, communications, human resources and financing. Costs are allocated across the categories of the costs of raising funds and charitable expenditure. The basis of the cost allocation is staff numbers.

Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Tangible fixed assets and depreciation

Tangible fixed assets costing more than £5,000 are capitalised and included at cost, including any incidental expenses of acquisition.

Depreciation is calculated on a straight-line basis for the following categories of fixed assets:

Office equipment:

| | |
|------------------------|--|
| Computers | 3 years |
| Other equipment | 5 years |
| Leasehold improvements | 15 years / remaining life of the lease |

Investments in subsidiaries

Investments in subsidiaries are at cost.

Operating leases

Rentals applicable to operating-lease contracts, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the lease term.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1. Accounting policies (continued)

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

ActionAid contributes to a defined contribution pension scheme in the UK and contributions for the year are charged in the Statement of Financial Activities as they become due.

Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of transaction. All foreign currency balances have been translated at the exchange rate prevailing at the balance sheet date. Gains and losses on translation are included in the Statement of Financial Activities.

Taxation and irrecoverable VAT

As a registered charity, ActionAid is potentially exempt from tax on income and gains falling within Sections 466 to 493 of the Income and Corporation Taxes Act 2010 as its income is charitable and applied towards charitable purposes.

In common with many other charities, ActionAid is unable to recover the majority of VAT that is incurred on purchases of goods and services in the UK. The amount of VAT that cannot be recovered is included within the appropriate underlying cost.

Related party disclosures

The charity has taken advantage of the exemption that is conferred by FRS102, which allows it not to disclose transactions with group undertakings that are eliminated on consolidation. Related party transactions that do not fall within this exemption are detailed in note 18.

2. Income

| | Restricted (£'000) | Unrestricted (£'000) | 2016 Total (£'000) | Restricted (£'000) | Unrestricted (£'000) | 2015 Total (£'000) |
|---|--------------------|----------------------|--------------------|--------------------|----------------------|--------------------|
| 2 (a) Donations and legacies | | | | | | |
| Committed giving | 11,797 | 20,248 | 32,045 | 12,468 | 20,343 | 32,811 |
| Appeals and individual donors | 1,718 | 2,175 | 3,893 | 3,372 | 2,322 | 5,694 |
| Disasters Emergency Committee (DEC) appeals – see below | 250 | (5) | 245 | 4,061 | 293 | 4,354 |
| UK Government – Partnership Programme Arrangement (see note 17) | - | 3,089 | 3,089 | - | 4,119 | 4,119 |
| Legacies | 25 | 1,853 | 1,878 | 21 | 1,322 | 1,343 |
| Total | 13,790 | 27,360 | 41,150 | 19,922 | 28,399 | 48,321 |

| <i>Disasters Emergency Committee (DEC) Appeals income</i> | | | | | | |
|---|------------|------------|------------|--------------|------------|--------------|
| West Africa Ebola appeal | 34 | 2 | 36 | 655 | 45 | 700 |
| Gaza appeal | 15 | (15) | - | 325 | 23 | 348 |
| Nepal earthquake appeal | 122 | 12 | 134 | 2,864 | 197 | 3,061 |
| Phillippines typhoon appeal | 79 | (4) | 75 | 228 | 17 | 245 |
| Syria appeal | - | 0 | 0 | (11) | 11 | - |
| Total | 250 | (5) | 245 | 4,061 | 293 | 4,354 |

| | Emergency income (£'000) | Non-emergency income (£'000) | 2016 Total (£'000) | Emergency income (£'000) | Non-emergency income (£'000) | 2015 Total (£'000) |
|---|--------------------------|------------------------------|--------------------|--------------------------|------------------------------|--------------------|
| <i>All Emergency/ Non-emergency income by type - 2016</i> | | | | | | |
| <i>Income from:</i> | | | | | | |
| Donations and legacies | 780 | 40,370 | 41,150 | 6,460 | 41,861 | 48,321 |
| Trading | - | 11 | 11 | - | 15 | 15 |
| Investment income (note 2c) | - | 78 | 78 | - | 31 | 31 |
| Income from charitable activities: | | | | | | |
| – Grants (note 2b) | 3,911 | 15,245 | 19,156 | 3,792 | 13,154 | 16,946 |
| – Trading income from charitable activities (note 2b) | - | 11 | 11 | - | 18 | 18 |
| Total | 4,691 | 55,715 | 60,406 | 10,252 | 55,079 | 65,331 |

2. Income (continued)

| | Restricted (£'000) | Unrestricted (£'000) | Total 2016 (£'000) | Restricted (£'000) | Unrestricted (£'000) | Total 2015 (£'000) |
|--|-----------------------|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
| 2 (b) Income from charitable activities | | | | | | |
| (i) Grants | | | | | | |
| Grants from governments and other public authorities: | | | | | | |
| CHARITABLE GRANTS TO AAI AND FEDERATION MEMEBERS | | | | | | |
| UK Government (note 17) | 550 | - | 550 | 412 | - | 412 |
| Europe Aid | 2,042 | 135 | 2,177 | 1,141 | 58 | 1,199 |
| Government of Isle of Man | 146 | - | 146 | 120 | 2 | 122 |
| Government of Guernsey | 40 | - | 40 | 80 | - | 80 |
| Dutch Ministry of Foreign Affairs (note 17) | 2,686 | 54 | 2,740 | 2,355 | 45 | 2,400 |
| Other grants from governments and other public authorities | 760 | 111 | 871 | 188 | 2 | 190 |
| Big Lottery Fund (note 17) | 559 | - | 559 | 764 | - | 764 |
| Comic Relief (note 17) | 446 | - | 446 | 266 | - | 266 |
| Other grants from companies, trusts and NGOs | 396 | 47 | 443 | 1,054 | 102 | 1,156 |
| | 7,625 | 347 | 7,972 | 6,380 | 209 | 6,589 |
| EMERGENCY AND HUMANITARIAN RESPONSE | | | | | | |
| UK Government (note 17) | 1,196 | 49 | 1,245 | 1,968 | 128 | 2,096 |
| ECHO | 3,682 | 110 | 3,792 | 2,358 | 59 | 2,417 |
| Government of Isle of Man | 48 | - | 48 | - | - | - |
| Government of Jersey | - | - | - | 30 | - | 30 |
| Government of Guernsey | - | - | - | 15 | - | 15 |
| Other grants from governments and other public authorities | 3,384 | 151 | 3,535 | 19 | - | 19 |
| Other grants from companies, trusts and NGOs | 611 | - | 611 | 2,943 | 163 | 3,106 |
| | 8,921 | 310 | 9,231 | 7,333 | 350 | 7,683 |
| CAMPAIGNS AND POLICY WORK | | | | | | |
| Europe Aid | 1,564 | 17 | 1,581 | 1,898 | 34 | 1,932 |
| Other grants from governments and other public authorities | 48 | 1 | 49 | 16 | - | 16 |
| Other grants from companies, trusts and NGOs | 248 | - | 248 | 390 | (1) | 389 |
| | 1,860 | 18 | 1,878 | 2,304 | 33 | 2,337 |
| EDUCATION WORK | | | | | | |
| Europe Aid | 60 | 4 | 64 | 203 | 15 | 218 |
| Other grants from companies, trusts and NGOs | 50 | (39) | 11 | 119 | - | 119 |
| | 110 | (35) | 75 | 322 | 15 | 337 |
| | | | | | | - |
| Total grants from governments and other public authorities: | 18,516 | 640 | 19,156 | 16,339 | 607 | 16,946 |

2. Income (continued)

(ii) Trading income from charitable activities

| | | | | | | |
|---|--------|-----|---------------|--------|-----|--------|
| Sale of educational materials and fees for school talks | - | 11 | 11 | - | 18 | 18 |
| Total income from charitable activities | 18,516 | 651 | 19,167 | 16,339 | 625 | 16,964 |

2 (c) Investment income

| | | | | | | |
|--------------------------------|---|----|-----------|---|----|----|
| Interest on deposits | - | 21 | 21 | 1 | 30 | 31 |
| Office rental Income | - | 57 | 57 | - | - | - |
| Total investment income | - | 78 | 78 | 1 | 30 | 31 |

3. Support costs

| | Restricted (£'000) | Unrestricted (£'000) | Total 2016 (£'000) | Restricted (£'000) | Unrestricted (£'000) | Total 2015 (£'000) |
|---|--------------------|----------------------|--------------------|--------------------|----------------------|--------------------|
| Support costs comprise the following items: | | | | | | |
| Communications | - | 390 | 390 | - | 65 | 65 |
| General management | - | 227 | 227 | - | 272 | 272 |
| Finance | (18) | 337 | 319 | -5 | 394 | 389 |
| Human resources | - | 550 | 550 | - | 621 | 621 |
| Information technology | - | 598 | 598 | - | 565 | 565 |
| Office administration | - | 156 | 156 | - | 176 | 176 |
| Performance and accountability | - | 814 | 814 | - | 624 | 624 |
| Property costs | - | 1,220 | 1,220 | - | 1,003 | 1,003 |
| Supporter administration | - | 644 | 644 | - | 645 | 645 |
| | (18) | 4,936 | 4,918 | -5 | 4,365 | 4,360 |

Support and governance costs have been allocated to the categories below on the basis of employee numbers working in each relevant area.

| | Restricted (£'000) | Unrestricted (£'000) | Total 2016 (£'000) | Restricted (£'000) | Unrestricted (£'000) | Total 2015 (£'000) |
|---------------------------------|--------------------|----------------------|--------------------|--------------------|----------------------|--------------------|
| Costs of raising funds (note 4) | (8) | 2,172 | 2,164 | (2) | 1,746 | 1,744 |
| Charitable activities (note 6) | (10) | 2,764 | 2,754 | (3) | 2,619 | 2,616 |
| | (18) | 4,936 | 4,918 | (5) | 4,365 | 4,360 |

4. Costs of raising funds

| | Restricted (£'000) | Unrestricted (£'000) | Total 2016 (£'000) | Restricted (£'000) | Unrestricted (£'000) | Total 2015 (£'000) |
|---|-----------------------|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
| Costs of raising funds | | | | | | |
| Committed giving | 3 | 3,821 | 3,824 | 162 | 4,630 | 4,792 |
| Other appeals, legacies and individual donors | 15 | 2,543 | 2,558 | 7 | 2,201 | 2,208 |
| Grants | 67 | 524 | 591 | - | 555 | 555 |
| | 85 | 6,888 | 6,973 | 169 | 7,386 | 7,555 |

| | Restricted (£'000) | Unrestricted (£'000) | Total 2016 (£'000) | Restricted (£'000) | Unrestricted (£'000) | Total 2015 (£'000) |
|-------------------------------------|-----------------------|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
| Support costs allocated (note 3) | (8) | 2,172 | 2,164 | (2) | 1,746 | 1,744 |
| Governance costs allocated (note 5) | - | 180 | 180 | - | 124 | 124 |
| Total costs of raising funds | 77 | 9,240 | 9,317 | 167 | 9,256 | 9,423 |
| Trading | - | 5 | 5 | - | 16 | 16 |
| Total costs of raising funds | 77 | 9,245 | 9,322 | 167 | 9,272 | 9,439 |

Based on the above information and the income in note 2, the ratio between direct fundraising costs (excluding support costs allocated) and the income generated for each major area of donated income is as follows:

| | Total 2016 (%) | Total 2015 (%) |
|---|-------------------|-------------------|
| Committed giving | 12% | 15% |
| Other income from donations and legacies | 28% | 14% |
| Overall income from donations and legacies | 16% | 14% |

5. Governance costs

| | Restricted (£'000) | Unrestricted (£'000) | Total 2016 (£'000) | Restricted (£'000) | Unrestricted (£'000) | Total 2015 (£'000) |
|------------------------------------|-----------------------|-------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
| External audit fees | - | 42 | 42 | - | 39 | 39 |
| Legal and professional fees | - | 3 | 3 | - | 12 | 12 |
| Board (including Trustee expenses) | - | 19 | 19 | - | 23 | 23 |
| Strategy development | - | 25 | 25 | - | - | - |
| Apportionment of staff time | - | 321 | 321 | - | 236 | 236 |
| Total governance costs | - | 410 | 410 | - | 310 | 310 |

5. Governance costs (continued)

Support and governance costs have been allocated to the categories below on the basis of employee numbers working in each relevant area.

| | Restricted (£'000) | Unrestricted (£'000) | Total 2016 (£'000) | Restricted (£'000) | Unrestricted (£'000) | Total 2015 (£'000) |
|---------------------------------|-----------------------|-------------------------|-------------------------------|-----------------------|-------------------------|-----------------------|
| Costs of raising funds (note 4) | - | 180 | 180 | - | 124 | 124 |
| Charitable activities (note 6) | - | 230 | 230 | - | 186 | 186 |
| | - | 410 | 410 | - | 310 | 310 |

Governance costs have been allocated to the categories below on the basis of employee numbers working in each relevant area.

6. Charitable activities

| | Grants (note 7) (£'000) | Direct costs (£'000) | Staff costs (£'000) | Support cost allocation (£'000) | Governance cost allocation (£'000) | Total 2016 (£'000) |
|--------------------------------------|----------------------------|-------------------------|------------------------|---------------------------------------|--|-------------------------------|
| 2016 | | | | | | |
| Grants to AAI and Federation members | 30,630 | 75 | 453 | 514 | 43 | 31,715 |
| Emergency and Humanitarian relief | 9,170 | 39 | 281 | 330 | 28 | 9,848 |
| Campaigning and policy influencing | 1,301 | 785 | 1,917 | 1,101 | 92 | 5,196 |
| Education work | 32 | 939 | 692 | 809 | 67 | 2,539 |
| Total 2016 | 41,133 | 1,838 | 3,343 | 2,754 | 230 | 49,298 |

Of the Charitable activities set out above £30,896,000 was funded from restricted funds and £18,402,000 from unrestricted funds.

Included within the Grants to AAI and Federation members is an amount of £669,000 that relates to grants in kind to AAI (representing support costs relating to AAI).

| | Grants (note 7) (£'000) | Direct costs (£'000) | Staff costs (£'000) | Support cost allocation (£'000) | Governance cost allocation (£'000) | Total 2015 (£'000) |
|---|----------------------------|-------------------------|------------------------|---------------------------------------|--|-----------------------|
| 2015 | | | | | | |
| Charitable grants to AAI and Federation members | 36,437 | 29 | 420 | 314 | 22 | 37,222 |
| Emergency and humanitarian response | 8,079 | 16 | 221 | 157 | 11 | 8,484 |
| Campaigns and policy work | 668 | 796 | 1,996 | 1,360 | 97 | 4,917 |
| Education work | 91 | 1,327 | 1,148 | 785 | 56 | 3,407 |
| | 45,275 | 2,168 | 3,785 | 2,616 | 186 | 54,030 |

Of the Charitable activities set out above, £34,460,521 was funded from restricted funds and £19,569,594 from unrestricted funds.

Included within the Grants to AAI and Federation members is an amount of £667,398 that relates to grants in kind to AAI (representing support costs relating to AAI).

7. Grants to ActionAid International and ActionAid country programmes

| | Total 2016 (£'000) | Total 2015 (£'000) | | Total 2016 (£'000) | Total 2015 (£'000) |
|----------------------------------|-----------------------------------|--------------------------|--|-----------------------------------|--------------------------|
| <i>Restricted funds:</i> | | | <i>Restricted funds:</i> | | |
| Africa | | | Asia | | |
| Burundi | 591 | 616 | Afghanistan | 579 | 641 |
| Democratic Republic of the Congo | 465 | 324 | Bangladesh | 748 | 422 |
| Ethiopia | 717 | 492 | Cambodia | 584 | 576 |
| Ghana | 720 | 549 | China | - | 23 |
| Kenya | 855 | 842 | India | 1,119 | 1,267 |
| Lesotho | 278 | 332 | Myanmar | 849 | 644 |
| Liberia | 484 | 889 | Nepal | 1,015 | 4,027 |
| Malawi | 716 | 898 | Pakistan | 465 | 341 |
| Mozambique | 428 | 571 | Palestine | 3 | 513 |
| Nigeria | 432 | 448 | Philippines | 793 | 849 |
| Rwanda | 978 | 725 | Vietnam | 254 | 226 |
| Senegal | 255 | 251 | Syria | - | 154 |
| Sierra Leone | 1,130 | 1,905 | | 6,409 | 9,683 |
| Somaliland | 640 | 512 | | | |
| South Africa | 142 | 248 | | | |
| Tanzania | 226 | 145 | | | |
| The Gambia | 322 | 372 | | | |
| Uganda | 488 | 602 | | | |
| Zambia | 188 | 166 | | | |
| Zimbabwe | 135 | 146 | | | |
| | 10,190 | 11,033 | | | |
| | | | | | |
| | | | | Total | Total |
| | | | | 2016 | 2015 |
| | | | <i>Restricted funds:</i> | (£'000) | (£'000) |
| | | | Latin America and the Caribbean | | |
| | | | Brazil | 230 | 239 |
| | | | Ecuador | 85 | 89 |
| | | | Guatemala | 440 | 319 |
| | | | Haiti and the Dominican Republic | 1,030 | 419 |
| | | | Nicaragua | 80 | 86 |
| | | | Peru | 145 | 208 |
| | | | | 2,010 | 1,360 |

7. Grants to ActionAid International and ActionAid country programmes (continued)

| | Total 2016 (£'000) | Total 2015 (£'000) |
|--|-----------------------------------|--------------------------|
| <i>Restricted funds:</i> | | |
| Charitable grant to other ActionAid | 833 | 282 |
| ActionAid International – projects involving more than one country | 3,103 | 5,026 |
| Remittances to country programmes for EU projects | 3,457 | 3,247 |
| Total restricted funds | 26,002 | 30,631 |
| <i>Unrestricted funds:</i> | | |
| ActionAid International (cash grants) | 10,845 | 10,278 |
| Country Programmes (grants designated as part of Department for International Development Programme Partnership Arrangement) | 427 | 697 |
| Unrestricted charitable grants to ActionAid International | 11,272 | 10,975 |
| ActionAid International (grants in kind representing support costs incurred on behalf of ActionAid International) | 669 | 667 |
| Total unrestricted funds | 11,941 | 11,642 |
| Total grants to ActionAid International and ActionAid country programmes | 37,943 | 42,273 |
| <i>Grants to partner organisations:</i> | | |
| Action Contre La Faim | 343 | 227 |
| ADRA Deutschland | - | 52 |
| Care International | - | 103 |
| Christian Aid | - | 50 |
| Concern Universal | - | 275 |
| Concern Worldwide | - | 256 |
| Dan Church Aid | 245 | 80 |
| Help Age | 134 | 175 |
| Islamic Relief | - | 277 |
| Oxfam | 795 | 753 |
| People in Need | 250 | 92 |
| Plan International | 118 | 168 |
| Save the Children | 36 | 28 |
| World Vision | 280 | - |
| UN Habitat | 517 | 180 |
| Restricted grants (individually under £100,000) | 472 | 286 |
| Total restricted grants to partner organisations | 3,190 | 3,002 |
| Total grants | 41,133 | 45,275 |

8. Particulars of employees

| | Total 2016 | Total 2015 |
|---|-----------------------|---------------|
| The average number of employees (head count based on number of staff employed) during the year was: | | |
| Charitable activities | 76 | 82 |
| Fundraising | 61 | 55 |
| Support staff | 59 | 56 |
| Total | 196 | 193 |

The average number of full time equivalent staff in the year was 186 (2015: 188)

| | Total 2016 (£'000) | Total 2015 (£'000) |
|--|-----------------------------------|--------------------------|
| Gross wages and salaries | 7,518 | 7,432 |
| Redundancy and termination costs | 46 | 30 |
| Social security costs | 782 | 767 |
| Employer's contributions to defined contribution pension schemes | 531 | 557 |
| Total | 8,877 | 8,786 |

The number of staff whose emoluments (excluding employer's NI and employer's pension costs) are greater than £60,000 are shown below

| | Total 2016 (£'000) | Total 2015 (£'000) |
|--------------------|-----------------------------------|--------------------------|
| £60,001 – £70,000 | 6 | 5 |
| £70,001 – £80,000 | 1 | 3 |
| £80,001 – £90,000 | - | 2 |
| £90,001 – £100,000 | 2 | - |
| | 9 | 10 |

The remuneration, being the gross salary and employer's pension contributions, of the Chief Executive, Girish Menon, during 2016 was £106,743 (2015: the aggregated remuneration of the three staff who served as Chief Executive was £119,127, of which £36,747 was in relation to Girish Menon), with £7,907 paid into defined contribution schemes on his behalf (in 2015: £4,695, of which £1,647 related to Girish Menon).

In 2016, the remuneration, being the gross salary and employer's pension contributions, paid to the Directors of ActionAid, who the Board consider to be key management personnel, fell within the following bands; £10,001–£20,000 – new Director of Policy, Advocacy and Programmes (started October 2016); £30,001–£40,000 – new Chief Operating Officer (started August 2016); £50,001–£60,000 – Interim Director of Policy, Advocacy and Campaigns; £60,001–£70,000 – Interim Director of Finance and Central Resources; £70,001–£80,000 – Director of Public Engagement; £80,001–£90,000 – Director of People, Performance and Accountability; £100,001–£110,000 – Director of Fundraising and Chief Executive. Together with the Chief Executive Officer, the costs of these key management personnel, inclusive of gross salaries, employer's pension contributions and employer's national insurance contributions were £591,703 in 2016 (2015: £597,712) of which £48,558 (2015: £39,354) was paid into defined contribution pension schemes.

8. Particulars of employees (continued)

Of those employees who earned £60,000 or more during the year (as defined above) employer contributions were made to defined contribution pension schemes in respect of thirteen (2015: nine) employees. During the year this amounted to £89,311 (2015: £57,596).

Of the expenditure included as Redundancy and termination costs above £46k (2015: £30k) relates to redundancy costs. All of this expenditure was paid out during 2016.

ActionAid has an expenses policy in place which controls what can and cannot be claimed by Trustees, staff and volunteers. Expenses can only be claimed if they have been incurred for valid and necessary business purposes. They will only be paid if they are on the approved list of allowable expenses, have been authorised and have supporting documentation. Inevitably ActionAid incurs significant costs on overseas trips but travel must always be by the most cost effective method and using public transport where possible. All trips are for valid business reasons and ActionAid is constantly seeking new ways to avoid overseas travel and find alternative ways to communicate and manage the business.

In 2016, the Chief Executive incurred costs claimed on expenses and credit cards of £4,077 (2015: £4,526) For more information on the principles and implementation of our remuneration policies, please see the Annual Remuneration Statement for 2016 (page 56–57).

9. Trustees' remuneration

No remuneration or other payments have been made to the Trustees of ActionAid for their services as board members or for other services provided to the organisation in 2016 or 2015. The most significant element of Trustees' expenses is the cost of visits to country programmes but also includes attendance at board meetings (both ActionAid and ActionAid International). In 2016, seven Trustees incurred a total of £8,915 (2015: £8,995 was paid to eight Trustees) through expenses reimbursed and costs incurred by ActionAid on their behalf.

10. Net income / (expenditure)

| | 2016 (£'000) | 2015 (£'000) |
|---|-----------------|-----------------|
| Net income / (expenditure) are stated after the following charges: | | |
| Depreciation | 118 | 140 |
| Operating lease rentals – property | 941 | 696 |
| Auditor's remuneration – statutory audit current year | 35 | 36 |
| Auditor's remuneration – statutory audit prior years | - | (4) |
| Auditor's remuneration – other services (Corporation tax return) | 2 | - |

11. Tangible fixed assets

| | Leasehold improvements (£'000) | Office equipment (£'000) | Total (£'000) |
|----------------------------|--------------------------------------|--------------------------------|--------------------------|
| Cost | | | |
| At 1 January 2016 | 609 | 1,107 | 1,716 |
| Additions | 58 | - | 58 |
| Disposals | - | (315) | (315) |
| At 31 December 2016 | 667 | 792 | 1,459 |
| Depreciation | | | |
| At 1 January 2016 | (220) | (923) | (1,143) |
| Charge for year | (47) | (71) | (118) |
| Disposals | - | 315 | 315 |
| At 31 December 2016 | (267) | (680) | (946) |
| Net book value | | | |
| At 31 December 2016 | 400 | 113 | 513 |
| At 31 December 2015 | 389 | 184 | 573 |

All tangible fixed assets held are for furtherance of charitable objectives and not for investment purposes.

12. Debtors

| | 2016 (£'000) | 2015 (£'000) |
|----------------------------|-------------------------|-----------------|
| Accrued income | 4,124 | 3,805 |
| Other debtors | 119 | 16 |
| Prepayments | 70 | 224 |
| Tax recoverable | 505 | 522 |
| Amounts due from employees | 17 | 18 |
| Total debtors | 4,835 | 4,585 |

Amounts due from employees represents floats for overseas visits forming part of the employee's role and season ticket loans.

All of the charity's financial instruments, both assets and liabilities, are measured at amortised cost. The carrying values of these are shown above and also in note 13 below.

13. Creditors

| | 2016 (£'000) | 2015 (£'000) |
|---|-----------------|-----------------|
| Amounts falling due within one year: | | |
| Interest-free loans | 63 | 63 |
| Trade creditors | 209 | 490 |
| Accruals | 1,572 | 875 |
| Other creditors | 236 | 94 |
| Amounts due to ActionAid International | 2,405 | 2,250 |
| Taxation and social security | 229 | 227 |
| Deferred income | - | 119 |
| Total creditors | 4,714 | 4,118 |

14. Designated funds

| <i>i) Designated funds</i> | Balance as at 1 January 2016 (£'000) | New designations (£'000) | Utilised in the year (£'000) | Balance as at 31 December 2016 (£'000) |
|---------------------------------|--|-----------------------------|---------------------------------|---|
| Designated funds | | | | |
| Tangible fixed assets fund | 573 | 58 | (118) | 513 |
| Emergency and Humanitarian fund | - | 500 | - | 500 |
| Emergency response fund | - | 250 | - | 250 |
| Exchange rate movement fund | - | 569 | - | 569 |
| | 573 | 1,377 | (118) | 1,832 |

Designated tangible fixed assets fund: The fund for fixed assets represents the net book value at the balance sheet date of unrestricted tangible fixed assets. This fund is not therefore available for current expenditure, as the assets are used in the day-to-day operation of the charity.

Designated Emergency and Humanitarian fund: This fund represents funds that have been ring-fenced to allow ActionAid to remit for fundraising in the event of a DEC fundraising appeal in a country in which the ActionAid Federation currently operates. The ability to utilise these funds is at the discretion of the Senior Leadership Team. The balance on this account will be maintained and topped up when necessary.

Designated Emergency response fund: This fund represents funds that have been ring-fenced to allow ActionAid to remit funds to partners (ActionAid and non-ActionAid) in emergency type situations. These do not have to be linked to DEC emergencies but is at the discretion of the Senior Leadership Team. This amount will be retained and topped up where necessary.

Designated Exchange rate movement fund: This fund represents unrealised gains and losses that have been suffered by ActionAid. These funds are not available for normal operational use.

| <i>ii) Designated funds - comparative</i> | Balance as at 1 January 2015 (£'000) | New designations (£'000) | Utilised in the year (£'000) | Balance as at 31 December 2015 (£'000) |
|---|--|-----------------------------|---------------------------------|---|
| Designated funds | | | | |
| Tangible fixed assets fund | 646 | 67 | (140) | 573 |
| | 646 | 67 | (140) | 573 |

15. Restricted funds

| | Balance as at 1 January 2016 (£'000) | Income (£'000) | Transfers (£'000) | Expenditure (£'000) | Balance as at 31 December 2016 (£'000) |
|--|--|-------------------|----------------------|------------------------|---|
| Restricted funds – 2016 | | | | | |
| Africa | 370 | 10,751 | 377 | (10,915) | 583 |
| Asia | 2,914 | 8,994 | (912) | (8,557) | 2,439 |
| Latin America and the Caribbean | - | 2,497 | - | (2,197) | 300 |
| International projects and other funds | 4,141 | 10,064 | 535 | (9,304) | 5,436 |
| Total restricted funds – 2016 | 7,425 | 32,306 | - | (30,973) | 8,758 |

| | Balance as at 1 January 2015 (£'000) | Income (£'000) | Transfers (£'000) | Expenditure (£'000) | Balance as at 31 December 2015 (£'000) |
|--|--|-------------------|----------------------|------------------------|--|
| Restricted funds – 2015 | | | | | |
| Africa | 820 | 11,542 | - | (11,992) | 370 |
| Asia | 2,610 | 12,236 | - | (11,932) | 2,914 |
| Latin America and the Caribbean | 1 | 1,359 | - | (1,360) | - |
| International projects and other funds | 2,434 | 11,050 | - | (9,343) | 4,141 |
| Total restricted funds – 2015 | 5,865 | 36,187 | - | (34,627) | 7,425 |

Restricted funds: Restricted funds held by ActionAid at the start and end of the year include funds for European Union funded projects. ActionAid also holds funds for a small number of projects or activities which are managed by ActionAid directly. All other incoming resources are granted to ActionAid International on receipt as ActionAid International is the entity within the ActionAid family which holds and manages the vast majority of restricted funds.

The expenditure in the table above includes direct payments made to country programmes for EU funded projects. At the year end date some funds sent directly to country programmes may not have been entirely spent.

| | Balance as at 31 December 2016 (£'000) | Balance as at 31 December 2015 (£'000) |
|-------------------------------------|---|---|
| EU and ECHO funded projects | 1,647 | 1,519 |
| Other projects managed by ActionAid | 7,111 | 5,906 |
| Total restricted funds | 8,758 | 7,425 |

Projects funded by the European Commission are generally development projects intended to run for several years; projects funded by the European Commission Humanitarian Aid Office are short term emergency relief projects. Projects may be based in one country or may be initiatives spanning a number of countries internationally.

Fund balances may be negative when expenditure is made on a project that is expected to be reimbursed by a government or other agency but where, at the end of the financial year, not all the conditions have been met that would justify this income being recognised within the accounts. This results in an excess of expenditure over income on some project funds at the year end point. The total deficit fund balances at the year end amounted to £0.2m (2015: £0.3m). The Trustees consider that the likelihood of reimbursement is sufficient to justify carrying the deficit fund balances at the end of the year for all projects in deficit.

16. Analysis of net assets between funds

| 16. i) Analysis of net assets between funds | Restricted (£'000) | Unrestricted | | Total 2016 (£'000) |
|--|-----------------------|-----------------------|--------------------|-----------------------|
| | | Designated (£'000) | General (£'000) | |
| Fund balances at 31 December 2016 are represented by: | | | | |
| – Tangible fixed assets | - | 513 | - | 513 |
| – Current assets | 11,600 | 1,319 | 9,807 | 22,726 |
| – Current liabilities | (2,842) | - | (1,872) | (4,714) |
| | 8,758 | 1,832 | 7,935 | 18,525 |

| 16. ii) Analysis of net assets between funds – comparative | Restricted (£'000) | Unrestricted | | Total 2015 (£'000) |
|--|-----------------------|-----------------------|--------------------|-----------------------|
| | | Designated (£'000) | General (£'000) | |
| Fund balances at 31 December 2015 are represented by: | | | | |
| – Tangible fixed assets | - | 573 | - | 573 |
| – Current assets | 10,089 | - | 9,626 | 19,715 |
| – Current liabilities | (2,664) | - | (1,454) | (4,118) |
| | 7,425 | 573 | 8,172 | 16,170 |

17. Grants received

| | 2016 (£'000) | 2015 (£'000) |
|--|-----------------|-----------------|
| Grants received in 2016 from the UK Department for International Development: | | |
| Partnership Programme Arrangement (PPA) | 3,089 | 4,119 |
| Total income from donations and legacies | 3,089 | 4,119 |
| Enhancing Community Resilience Programme (funds received through Christian Aid) | 301 | 345 |
| Ready for Anything DFID Aid Match | 275 | 530 |
| Braced Ethiopia development (Funds received through Christian Aid) | 295 | 44 |
| Braced Myanmar development (Funds received through Christian Aid) | 255 | 147 |
| She CAN DFID Aid Match | 550 | 412 |
| Nepal earthquake – DFID RRF | - | 1,030 |
| Haiti hurricane – DFID RRF | 119 | - |
| Total income from charitable activities | 1,795 | 2,508 |
| Total grants received from the UK Government | 4,884 | 6,627 |

Expenditure of these grants has been in accordance with the terms agreed with DFID. The Partnership Programme Arrangement income represents 5.1% of ActionAid's total income.

17. Grants received (continued)

| | 2016 (£'000) | 2015 (£'000) |
|--|-----------------|-----------------|
| Grants received in 2016 from Comic Relief were as follows: | | |
| Reducing Sexual Exploitation of Girls in Recife, Brazil | 11 | 15 |
| Empowering lesbian activists to create safer communities, South Africa | - | 130 |
| Empowering Communities to collectively abandon FGM/C in Somaliland | 295 | 121 |
| Safe Cities in DRC | 140 | - |
| Total grants received from Comic Relief | 446 | 266 |

| | 2016 (£'000) | 2015 (£'000) |
|--|-----------------|-----------------|
| Grants received in 2016 from the Big Lottery Fund were as follows: | | |
| Access to justice for women in Liberia | 160 | 239 |
| Empowering women and girls in Somaliland to claim their rights (Somaliland) | 144 | 140 |
| Improving food security and economic opportunities for women farmers in Muko, Rwanda | 116 | 231 |
| Sign up! Mozambique | 139 | 154 |
| | 559 | 764 |

| | 2016 (£'000) | 2015 (£'000) |
|---|-----------------|-----------------|
| Grants received in 2016 from The Dutch Ministry for Foreign Affairs were as follows: | | |
| FLOW Women's rights to sustainable livelihoods (Ghana and Rwanda) | 91 | 322 |
| FLOW Women's rights to sustainable livelihoods 2 (POWER) | 2,649 | 2,078 |
| | 2,740 | 2,400 |

| | 2016 (£'000) | 2015 (£'000) |
|---|-----------------|-----------------|
| Grants received in 2016 from The START Fund were as follows: | | |
| START Build - Shifting the Power | 1,837 | 1,405 |
| START Build - Surge Capacity | 1,032 | 624 |
| Ghana flood and fire response project | - | 75 |
| Start Fund Malawi 2015 flood response | - | 88 |
| Start Fund Nigeria 2015 | - | 62 |
| Sierra Leone floods in Bo Country | - | 47 |
| Southern Europe and Western Balkans refugee response | 81 | 323 |
| Response to flooding in Garissa county in Kenya | 47 | - |
| Strengthening action against lassa fever outbreak in Nigeria | 51 | - |
| Protection and resilience for refugees in Lesbos | 444 | - |
| European refugee response – bridge funding | 39 | - |
| | 3,531 | 2,624 |

18. Related party transactions

ActionAid recognises ActionAid International and other members of the ActionAid group as related parties. Material transactions between the entities are shown below.

| | 2016 (£'000) | 2015 (£'000) |
|--|-----------------|-----------------|
| Grants to ActionAid International | 33,653 | 38,744 |
| Grants to ActionAid Federation members | 4,290 | 3,529 |
| | 37,943 | 42,273 |

See note 7 for details of grants to ActionAid International.

See note 13 for creditor balances owed to ActionAid International at the balance sheet date.

As noted in the constitution and governance section of the report of the Board of Trustees, ActionAid International is entitled to nominate one Trustee to ActionAid's board. The designated Trustee is Marilyn Aniwa. Her remuneration from ActionAid International is in line with other roles of comparable responsibility in ActionAid International and, more generally, with market rate. She receives no remuneration for her work as Trustee of ActionAid.

Girish Menon is a Trustee of the Disaster Emergencies Committee (DEC). During the course of the year, ActionAid received and recognised income from DEC as set out in Note 2a.

No donations from Trustees received during the course of the year had restrictions that were outside of our normal charitable activities.

19. Subsidiary undertakings

ActionAid has one subsidiary undertaking:

ActionAid Enterprises Limited

A wholly owned subsidiary incorporated in Great Britain and registered in England and Wales (No. 5011412).

The total investment in the subsidiary is £1 (2015: £1).

There was no activity undertaken in the subsidiary in 2016.

20. Obligations under operating leases

| | 2016 (£'000) | 2015 (£'000) |
|---|-----------------|-----------------|
| The charity had commitments at the year end under operating leases for land and buildings expiring as follows: | | |
| Within one year | 1,079 | 980 |
| In two to five years | 5,310 | 4,951 |
| After five years | 2,642 | 3,728 |
| | 9,031 | 9,659 |

21. Future income under operating leases

In 2016, the charity sub-let the second floor of its rented premises in Bowling Green Lane, London.

The future minimum lease payments under non-cancellable operating leases are:

| | 2016 (£'000) | 2015 (£'000) |
|----------------------|-----------------|-----------------|
| Within one year | 180 | - |
| In two to five years | 736 | - |
| | 916 | - |

22. Contingent assets and liabilities

ActionAid originally set up most of ActionAid International's country programmes and as such still owns the assets of those entities that have not subsequently become affiliates. Country programmes are now managed by ActionAid International rather than ActionAid.

The change in accounting policy regarding country programmes in 2007 means that country programme assets are no longer included in these accounts. However, ActionAid retains the legal right to take back management of its country programmes from ActionAid International under a termination clause incorporated into the legal agreements in place over management of country programmes.

Therefore ActionAid has contingent assets in the form of the assets held by those country programmes which were originally set up by ActionAid.

No situation exists, or is anticipated to occur, whereby ActionAid would exercise its right to terminate the agreements with ActionAid International, however the legal position is stated here to give a full picture of the assets of ActionAid. It is not practical to estimate the value of assets which would revert to ActionAid control and would be included in the accounts. However, the funds held in ActionAid country programmes at the year end but not included in these accounts were £19.6m (2015: £20.3m).

There also exist potential contingent liabilities for ActionAid relating to the country programmes which are legally owned by ActionAid. Such a liability would only impact ActionAid if ActionAid International had insufficient funds in hand to discharge the obligations of a country programme. ActionAid believes such a circumstance is improbable and any notional exposure cannot be reasonably estimated.

As at the year end there were a number of projects on which funds are outstanding from the donor pending finalisation of donor audits. Amounts disallowed are generally insignificant as a proportion of overall project budgets and in any event these amounts are considered to be fully recoverable as they are covered by ActionAid International.

Residual legacies:

At the end of the year, we have been notified that we are entitled to funds from a total of 22 (2015: 11) residual legacies. However, as at 31 December 2016, we have not been notified as to the value of our entitlement or when this will be received. As such we are not able to recognise these funds in the financial statements for the year, but we include the existence of these as a contingent asset.



“When the girls come to us they are helpless, but Happy Homes give them a chance at improving their lives”

Rashida is a day manager at Happy Homes, a safe place for homeless girls in Dhaka, Bangladesh. She is proud that Happy Homes currently offers 150 girls the opportunity to study and her life is dedicated to the betterment of the girls so they can become established members of society, create their own world and live with happiness.

Change lives. For good.
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PHOTO CREDITS

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Page 18: Land rights activist hikes Kilimanjaro, Tanzania. Photo credit: Georgina Goodwin/ActionAid.

Page 19: Dora George, Sierra Leone. Photo credit: Tommy Trenchard/ActionAid.

Pages 20–21: Cecilia Mulenga, Gertrude Chirwa, Stella Agara and Ene Agbo from Zambia, Malawi, Kenya and Nigeria, toured the UK to speak at ActionAid supporter events. Photo credit: ActionAid.

Page 22: Kezia Dugdale, First Minister Nicola Sturgeon and Ruth Davidson support ActionAid's Fearless event in Holyrood. Photo credit: David Gordon/ActionAid.

Page 23: Women's activist Thuzar Tin, Myanmar. Photo credit: Kalika Bro-Jorgensen/ActionAid.

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Page 26: Abigail and Purity, Kenya. Photo credit: Ashley Hamer/ActionAid.

Page 27: Children dress up for Big Me event, UK. Photo credit: Ashley Hamer/ActionAid.

Page 28–29: Wubalech Admasu, northern Ethiopia. Photo credit: Gonzalo Guajardo/ActionAid.

Page 30: Mary Solange, Haiti. Photo credit: Dylan Roberts/FreeSociety/ActionAid.

Page 31: Hanan and her son, Lesvos, Greece. Photo credit: Walesa Porcellato/ActionAid.

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Page 34: Selina Nwulu, young poet laureate for London at Safe Cities stunt, UK. Photo credit: ActionAid.

Page 35: Theresa Gono, Liberia. Photo credit: Ruth McDowall/ActionAid.

Page 36: Shazia Mirza, Latitude Festival. Photo credit: ActionAid.

Page 37: (Top row left to right) Jo Brand, Lindsey Coulson, Hugh Dennis.

(Middle row) Miriam Margolyes, Stephen Caulker, Jane Horrocks.

(Bottom) Gemma Chan. Photo credits: ActionAid.

Page 38–39: Small-hold farmer Mary Adera Litewo prepares to climb Kilimanjaro as part of a demonstration against women's lack of land rights, Tanzania. Photo credit: Georgina Goodwin/ActionAid.

Page 55: Hanin, Lebanon. Photo credit: ActionAid.

Page 85 Rashida Akhtar, Bangladesh. Photo credit: G.M.B. Akash/Panos/ActionAid.

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6. ActionAid commissioned YouGov poll, 28th November 2016

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