

Defending rights. Promoting justice.



Annual Report 2011

A·C·O·R·D





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Kristin Seljeflot, Nashon Tado

Message from the Chair of the Board and the Executive Director

Dear Friends,

The African proverb that “tomorrow belongs to the people who prepare for it today” comes to mind in relation to the year 2011 when ACORD embarked on yet another ambitious five-year journey in its strategic planning. The 2011-2015 strategic plan reaffirms ACORD’s vision to promote social justice in Africa and also its commitment to work in common cause with people whose rights are being denied.

The year 2011 marks ACORD’s 35th anniversary of working on the African continent to bring about social transformation and rights-based development through support to the development of social movements. The journey towards lasting development for many African communities is characterised by stories of determination, hope, fear, courage and uncertainty. Working in some of the most marginalised communities, ACORD can bear witness of these journeys as we have had a part to play, especially in countries where we work.

Coincidentally, 2015 also marks the culmination of the Millennium Development Goals, or MDGs. The question of to what extent the MDGs will have been achieved and what the next steps for Africa and the world will be, are already being asked. This means that by fulfilling its strategic planning by 2015, ACORD will be in a prime position to influence development approaches thus giving it significant capital to chart the way forward in post-2015 development action.

In 2011, the world welcomed South Sudan as its newest independent nation following a decisive referendum held to determine the way forward between separation from the North and unity. But self-rule and putting an end to the decades-long war was only the first step towards building a stable society that is

able to respond to its most pressing challenges and sustain itself. The fundamental issues of development and the role of non-governmental organisations like ACORD continue to be recognised in the context of the new challenges for Africa and the ever-changing global and aid relations. Being a grant-funded organisation, ACORD is always keen to conform to the highest standards of development effectiveness as the first step towards transforming communities in Africa.

We would also like to sincerely thank all our friends and stakeholders who took the time to be part of the 2011-2015 strategic planning process both internally and externally. This will ensure that by 2015, concrete outcomes are realised in the different spheres of development that ACORD and its partners are working in, towards making a positive and long-term impact for the benefit of African citizens.



Ibrahim Ouedraogo
Chair of the Board



Ousainou Ngum
Executive Director



1 | Livelihood and Food Sovereignty

"Strengthen the livelihoods of marginalised communities and their capacity to successfully advocate for their rights and improve welfare through the achievement of food sovereignty" - ACORD Strategic Plan Framework (2011- 2015)

Practical solutions Enhancing Food Sovereignty

The Advocacy Toolkit for small-holder farmers aims to build the capacity of partners so that they can better mobilise and engage with policy makers. This is aimed at influencing national, regional and international policies regarding their rights. The toolkit makes an interesting analogy about the farming hoe, noting that in Africa, it is 'an extension to the hand of the farmer'. However, small-scale farmers require other tools to ensure that the cycle of food production from cultivation to food processing and consumption remains a progressive, secure and beneficial process. These factors include access to markets, disease control, infrastructure development, and government support with greater public investment in agriculture.

While most small-scale farmers in Africa continue to invest time, energy and resources in agricultural activities, this does not always guarantee improved livelihood, particularly food sovereignty. According to the United Nations Food and Agriculture Organisation, 925 million people still do not have enough food to eat and 98 % of them (906.5 million) live in developing countries.

In 2011, many communities in Africa experienced prolonged drought with most parts receiving a rainfall deficit of more than 150mm, resulting in food shortage, malnutrition, population movements and increase in livelihood-related crimes like cattle

rustling.

Incidences of food rotting in the fields, and poisoning by fungi also resulted in less food production. In many instances across the continent, food harvested could not reach those who needed it most due to lack of information, poor transport systems among other challenges. Lack of sufficient food in the market also increased demand for limited stocks resulting in increase in prices of most food commodities by as much as 60 per cent.

With the agricultural sector accounting for about 20 - 40 % of the Gross Domestic Product, countries in Sub Saharan Africa are still importing basic commodities like cereals and livestock products. While import dependency discourages efforts by farmers to generate the same products locally, it also increases the average burden of revenue deficit per country, which is most often transmitted to the consumer to bear.

Therefore, to break the cycle of food insecurity, there is need to address the dynamics affecting the food production chain. It is critical that the small-scale farmers and pastoralists gain, in return, the rightful equivalent from their labour and investment. To support farming practices, ACORD is developing a training manual on sustainable agriculture which is a tool with content that is based on training of trainers and sharing of successful experiences.

Case Studies

Southern Africa: Sharing knowledge and skills across borders



"We ought to emphasise the continental and cross-border interaction in our programme implementation. It is clear that there are many lessons that can be learnt from neighbouring countries" - Ousainou Ngum, ACORD Executive Director.

Six representatives of small-scale farmers' associations in Mozambique visited Zimbabwe during a learning visit, facilitated by the Eastern and Southern Africa Farmers' Forum (ESAFF) in Zimbabwe. The team visited Fambidzanai Perma-culture Centre and River of Life Centre where Zimbabwe-based small-scale farmers receive training in organic agriculture. The farmer's from Mozambique had a chance to participate in different crop production activities to equip them with tested knowledge and skills to take back home.

They also visited Svove Organic Small-holder Farmers Association, a farmer support centre situated at about 100kms from the capital city Harare. All along, the participants could not help noticing the similarities in methods of crop production practiced such as use of organic compost for fertilizer and mulching to keep out weeds and preserve soil moisture. There were also opportunities to observe better farming practices being implemented such as soil moisture testing methodologies, choosing quality seeds for planting and creative crop production methods.

One of the participants had this to say following the successful cross-border visit: *"The opportunity to visit farmers from our neighbouring country Zimbabwe will impact positively on our agricultural work and will benefit hundreds of small-scale and medium-scale farmers back home, leading to increased agricultural production"*.

New knowledge and skill acquisition is a powerful way of equipping small-scale farmers with effective farming methods. The confidence acquired from new insights ultimately impacts positively on policy and practice by ensuring that the voices of small-scale farmers are heard during national and international debates on rural development in Mozambique.

Through similar joint intervention with national partners such as the National Network of Organisations Working on Food Sovereignty in Mozambique (ROSA) and others across Africa, ACORD aims to ensure that the rights of all citizens to food are upheld by national governments by means of enhancing knowledge and improving accountability to their citizens.

Case Studies

World Social Forum: saying NO to land grabbing

The World Social Forum returned to Africa in 2011 bringing 75,000 people from across the globe to Dakar, Senegal. ACORD participated in order to contribute, learn and connect with other actors working for social justice and development.

ACORD brought along a team of 36 staff and partners to Dakar, coming from ten countries across Africa. Land grabbing was one of the hottest topics at the forum, and ACORD supported a workshop coordinated by the Catholic Committee against Hunger and for Development (CCFD). In the second half of the

forum, organisations working on this issue came together in an assembly and issued the Dakar Appeal against the Land Grab. The online component of this petition was also signed by people across the world in solidarity with the efforts to curb land grabbing in Africa.

The forum brings the people themselves to speak directly to each other in a collective space about the burning issues of our world. This Forum also coincided with the uprisings in Tunisia and Egypt which brought a sense of renewed possibility.

Community Associations changing lives in Ethiopia

Selamina Fikir Yeshekla Sira or Peace, Love, and Pottery Association based in Gulele sub city, Addis Ababa was established in January 2004 and currently has 46 members with a particular interest in pottery. In traditional Ethiopian society people working in such areas were highly discriminated against. Until recently these groups were not allowed to marry into other societal groups.

Since 2005 ACORD has helped the group to organise itself into a producer's co-operative and obtain a license and premises from the cooperative promotion office. In addition to this ACORD has organized training and workshops for the group in the areas of principles of cooperatives, entrepreneurship, leadership and management, record keeping, gender, HIV and AIDS.

After the formal establishment of the cooperative, the group obtained a premises from the sub city with a monthly rent of 240 Birr. To assist the efforts of the association and improve the livelihoods of the members, ACORD has supported them with Birr 40,000 in a form of grant to establish a credit scheme. According to the group members, the different trainings and the financial support from ACORD has helped them to increase production and subsequently their income. They have also been able to have constant access to the required raw materials ensuring that there are no gaps in production.

Currently all of the members have bought moulding equipment. The cost of each machine is 700 Birr. The group members proved that the equipment saves labour and time and improves the shape and the texture of the product.

An example is Bizualem who is 24 years old and married. She dropped out of school and joined the pottery business when she was only 10. She acquired the skill from her neighbours hiding herself from her parents. Bizualem was the first person in the group to use the moulding equipment. She was paying 20.00 birr per month for the rent of the machine. Consequently she was able to attract customers and earn 600 birr per month. Bizualem now has bought the machine for herself taking 1000 birr loan from the credit scheme. Her monthly income has increased from 600 to 1,200.00 (Equivalent to £45 a month). Bizualem is continuously improving the quality and design of her products. More importantly she handles her customers properly. Therefore Bizualem is considered as a role model in the association.

Bizualem and the rest of the association members want to produce quality products and supply the local and foreign markets. However to fully realize their vision they believe that they have to further improve their skills through training and procure equipment such as a kiln and mixer.

To support this project, write to communications@acordinternational.org

2 | Women's rights and social justice

The right to land and justice for women in Africa

Women own very little of the land in Sub Saharan Africa, with the majority of women granted only user rights. Gender disparities in land rights often limit their ability to participate in or benefit from development and are intimately linked to violence against women. ACORD advocates, in partnership with women's groups and other civil society organisations, for equality of women and men in rights to land and other economic means of production. As part of this work, a conference was held in Nairobi from 30th May to 2nd June 2011 to advance the right to land and justice for women in Africa. It brought together more than 150 participants from different countries reaffirming their commitment in attaining the rights to land for women in Africa.

They shared experiences and knowledge and developed concrete action plans at grassroots, national, regional and global levels. This was aimed to influence policies, mainstream women's rights in all civil society, governmental and private sector actions and change attitudes and harmful practices among communities themselves.

There is a need to engage in constant dialogue with community leaders and traditional institutions in order to ensure women's land rights are protected and supported. This should be done in recognition of the connections between women's land rights, discriminatory inheritance practices, agricultural development issues, the appropriation and privatization of communal and indigenous lands, conflict and post-conflict reconstruction and HIV and AIDS.

The economies of most countries in Africa are largely dependent on land resources. Unfortunately, land related problems have been a big impediment for effective utilisation of these vital resources. In addition, customary land laws discriminate against women and in some countries, progressive land policies and laws have been enacted but not enforced. More dynamism is therefore required in campaigning and mobilising all stakeholders in ensuring that women's entitlement to land is respected.

The participants at the conference committed to advance the rights for women, and issued an official communiqué addressing issues of rights to land, property and freedom from sexual and gender based violence. Therefore, from this statement, national governments, the African Union Commission and NEPAD planning and coordinating agency as well as civil society organisations and international non-governmental organisations are duty-bound to act decisively in championing the women's rights to land and justice.



Participants of the Right to land and justice for women in Africa Conference 2011.

"Women make up more than 60% of small scale farmers, and provide about three-fourths of the workforce in food production and processing"

The Right to Land and Justice for Women in Africa, 2011

Case Studies

From victim to campaigner: Tabuo triumphs over sexual violence

Below is a moving testimony from Tabuo*, a survivor of rape in Goma, the Democratic Republic of Congo (DRC) given at a workshop held by ACORD during the 2011 World Social Forum in Dakar, Senegal.

"I was raped by four Interahamwe soldiers fighting on one of the many sides in Congo's civil war. I was held captive, but escaped after some months and found my way to a refugee camp. I discovered that I was pregnant after a few weeks. Although the medical staff there was able to provide some support, initially they judged me too weak and traumatised to give me the news that I was going to have triplets.

"This would be a huge burden to me in view of my vulnerability. Despite my escape, any illusions of safety there were shattered when I was raped again, this time by guards while collecting firewood."

But thanks to her resilience, self-empowerment and support from family members, friends and community members, things have changed for the better. Today, Tabuo works as a counselor with other survivors of sexual violence. She attended the World Social Forum to help raise awareness of the scale of the problem and the need for action to change the culture that tolerates violence against women.

One of the most frightening things about Tabuo's story is the knowledge that it is not unique only to her or special - many women have endured this! Sexual violence targeting women and girls continues to be a serious problem especially within conflict and post-conflicts societies in Africa.

* Real name has been protected



"We intend to facilitate the paradigm shift in empowering women to challenge gender and power relations through their participation in decision-making processes as well as on the political scene"

*ACORD Strategic Plan
2011 - 2015*

Tabuo shares her story during the World Social Forum in 2011.

3 | HIV and AIDS



ACORD team at the International Conference on AIDS and Sexually transmitted infections in Africa (ICASA), Ethiopia.

“Stop the Stigma!” – HIV and AIDS Campaign

ACORD teamed up with a renowned Kenyan artist in launching its first song titled “Stop the Stigma”, in Addis Ababa, Ethiopia. This was during the 16th International Conference on AIDS and Sexually Transmitted Infections in Africa (ICASA) held on 4th December 2011.

The song denounces stigma and discrimination against hard to reach communities, populations that are excluded from social services in general, either as a result of their geographical accessibility, social cultural, economic and political factors. These include people living with HIV, sexual and ethnic minorities, victims of sexual and gender based violence, children heading households, people with disabilities and refugees among others. The campaign which was launched at the conference global village attracted key stakeholders including the President of the society for AIDS in Africa, UNAIDS, several international and national organisations as well as community based organisations represented at the conference.

As part of the launch, the song was broadcast live on Ethiopian television and followed by interviews with ACORD staff. The enthusiasm expressed towards the song was very encouraging and many participants agreed to promote it within their own organisations and partners. It generated numerous live testimonies from conference delegates, who acknowledged that stigma is indeed the HIV silent weapon and together ‘We must stop it!’

The lessons generated from this process include the important role of music as a tool for advocacy. Through music, the attention of all delegates irrespective of profession, age or gender was captured and the discussions that ensued were a clear indication that the message was well understood.

The need for direct involvement of the affected communities in the campaign was yet another critical lesson. During the launch of the campaign, representatives of hard-to-reach communities including people living with HIV were at the fore front of the campaign to emphasise the fact that they are in the best position to express their plight.

"We can end stigma, but it begins with openness, the courage to speak out. Everyone should teach tolerance, respect, and understanding. Governments, religious leaders, and media should use their influence to advocate social change. I believe that stigma and discrimination will continue to exist so long as society as a whole has a poor understanding and acceptance of marginalised people, the pain and the suffering caused by negative attitudes and discriminatory practices."

– Kwame Rigii, Kenyan musician

Visit our website to listen to the song!

Case Studies

Reducing the HIV vulnerability of hard to reach communities

The HIV and AIDS mainstreaming programme in Eastern and Central Africa, designed to mainstream HIV and AIDS in livelihoods interventions for Hard To Reach (HTR) communities targets a wide range of communities hardly reached by social services, in Uganda, Rwanda and Burundi. These populations that are considered hard to reach due to geographical accessibility (pastoralists, fishing communities living on islands); people excluded from national policy programmes, and economically vulnerable populations like women and children. Other factors also affect communities with deeply rooted cultural beliefs related to HIV infections, treatment and sexuality, populations affected by natural disasters and wars, and exclusion through cultural and racial prejudice.

Given their marginalisation, these categories of populations often require specially tailored interventions to enable them access HIV prevention, care and treatment services. Yet most of these are excluded from the national strategic plans due to lack of data on their specific needs.

In 2011, the HIV and AIDS mainstreaming programme's efforts directed towards strengthening the livelihoods of some of HTR communities as a means to reduce their susceptibility to HIV infection and vulnerabilities to the negative impacts of AIDS. This process was undertaken using a risk and vulnerability analysis which is a participatory methodology that facilitates communities to analyse their risks to HIV infection and vulnerability to AIDS and identify courses of action. One of the key aspects in the analysis process was for the communities to identify relationship between HIV and AIDS and their livelihoods. The HTR communities were able to understand the risks and vulnerabilities associated with their livelihood choices and how to address them. In addition, the programme linked the HTR community groups to HIV and AIDS service providers with a view to raise the special needs of the vulnerable groups at community, national and regional levels.

The programme reported lack of sufficient data and limited understanding of how the factors fueling the spread of HIV affect specific HTR community groups. Efforts towards effective prevention to match the treatment interventions were also identified to be very low at an average of only 22 % of all beneficiaries in the countries receiving preventive services.



A child-headed household in Rwanda.

The programme therefore recommended that national governments in the Eastern and Central Africa support research studies conducted among communities at risk. Data collected through research informs the design of appropriate interventions to address the special needs of HTR populations and make a marked difference in the epidemic trends.

Case Studies

Farmers tackling HIV and AIDS in Rwanda

“If you are a farmer, your HIV positive status should not stop you from using the hoe. I am able to work like everybody else and sometimes I work even harder than the people who are not infected by HIV” – A person living with HIV from Kirehe District, Rwanda

The prevalence of HIV and AIDS has serious consequences for farming and household livelihood as it can result in loss of productive labour through long illness and death. It also leads to farmers reduction of working hours and in other instances, abandoning long-term projects in favour of small-scale activities, as more time is spent on nursing sick household members. It is therefore important that farmers understand and start talking about the disease openly with the aim of preventing infections and addressing the livelihood gaps.

These and other lessons emerged during a series of training and sensitisation workshops where ACORD brought together local associations for people living with HIV and AIDS in Kirehe District of Rwanda.



A farmer preparing cassava tubers in Rwanda.

Farmers in the livelihood programme confirmed that some of their colleagues were living with the HIV virus and that marked effects of the epidemic were already evident within the community. While some members of the community had tested HIV positive and disclosed their status, there were others who got tested but were unwilling to disclose their status and chose to visit distant health facilities in Rwamagana and Kigali. Others lacked the courage to take the HIV test.

Farmers participating in the training raised concerns about the high risk of exposure to HIV infection among the youth in the community – who are sexually active but lack accurate information about safe sex.

As a result of the training, community members from Urugaga Imbaraga formed a farmers' group to champion their common interests and procure improved seeds, fertilizers and agricultural inputs. They meet regularly to discuss their challenges and problems in order to find common solutions. Issues discussed include HIV and AIDS prevention, infections during pregnancy and availability of antiretroviral therapy.

“Farmers’ groups are very important for cementing our solidarity. Our monthly contributions of 100 Rwandan Francs (or 2 US Dollars) per month gives us a strong sense of group ownership”, noted participants from Bicumbi, Byumba and Kageyo sectors. They have a fund that gives loans to those in need of financial assistance. Besides monetary assistance, orphans who lost parents due to AIDS-related complications are also given poultry and rabbits to rear.

Most importantly, they are also helping people living with HIV and AIDS to integrate within their communities. Through public meetings and awareness platforms, they sensitize communities about tolerance towards people infected by HIV. They are also enrolling new members, including PLHIV and women who are at liberty to vie for leadership positions at different levels. Their common belief is that the fight against HIV and AIDS cannot be won through discriminating and stigmatising people living with HIV.

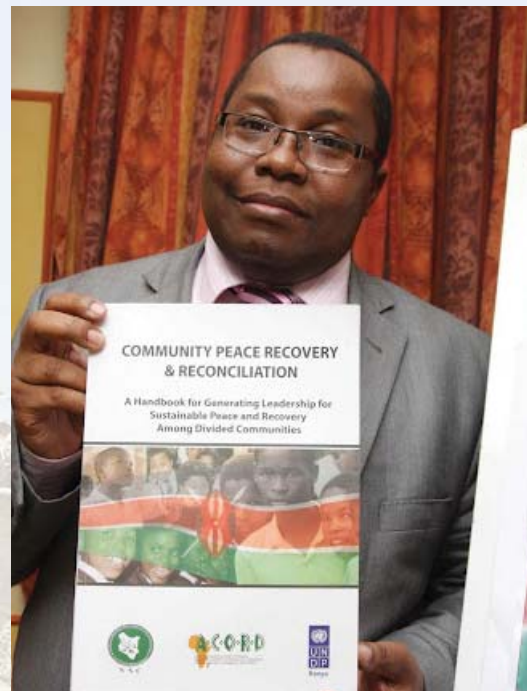
Community Peace, Recovery and Reconciliation

The official launching of the Community Peace Recovery and Reconciliation Handbook, a joint publication between ACORD, United Nations Development Programme and National Steering Committee on Peace-building and Conflict Management was held in Nairobi in March 2011.

The publication outlines the approach that allows people affected by conflict to process their experiences, challenge the stereotypes and prejudices, and take leadership in the search for solutions towards achieving peaceful co-existence and recovery.

Following the official launch ACORD, the National Steering Committee and UNDP hit the ground running by conducting training of trainers' workshops in Kenya's different regions to equip local organisations including community-based organisations and peace monitors with the skills to facilitate community peace and enable communities understand their rights to peaceful co-existence, and challenges relating to sharing limited resources.

One of the successful outcomes of the implementation using the handbook was demonstrated when members from the Bukusu, Sabao and the Teso communities in Western Kenya signed peace contracts and committed to uphold peaceful coexistence. The ceremony, held at Mabanga in Bungoma District, was presided over by Kenya's Vice President accompanied by members of parliament, local government representatives and grassroots partners.



Mzalendo Kibunjia of Kenya's National Cohesion and Integration Commission.



"We cannot enjoy development without peace; we cannot enjoy peace without development; and we cannot enjoy either without respect for human rights" - Koffi Annan, 7th Secretary General of the United Nations.

Lasting solutions to resource based conflicts in Chad

After months of reconciliatory attempts and setbacks, it was a big sigh of relief when in April 2011 elders from neighbouring communities in Chari Baguirmi Region of Chad put aside their initial resistance and agreed to give peaceful coexistence a chance. Through dialogue, the two communities of Elfass and Kadada returned to the negotiating table to voice their concerns amicably and seek viable solutions to bring about non-violent management of their natural resources.

Sporadic conflict between farmers and pastoralists over control of vital resources like land and water had become common along areas where farming and pastoralism intersected such as Chari Barguirmi, Guéra, Hadjer Lamis and Ouaddaï prefectures. The conflicts usually arose following destruction of crops by livestock. In response, the resident farmers and agro-pastoralists would erect barriers around their farms and across routes frequented by the herds neighbouring or leading to productive land.



Pastoralists in Chari Barguirmi region of Chad look after livestock. ACORD is promoting dialogue between farmers and pastoralists in Chad to prevent resource based conflict.

“An increased human and livestock population has resulted in increased competition for resources including land that can be used for food production and water. This has contributed significantly to the inter-communal conflicts especially between pastoralists and farmers”, explains Ndade Clementine of ACORD in Chad.

Alive to this predicament, ACORD stepped in to address this delicate situation by providing mediation between the warring communities and including others who were affected within the localities of Kadada and Elfass in Chari Baguirmi Region. An elaborate consultation framework was put in place which facilitated dialogue enabling each side to express themselves freely on the causes of the conflicts. This programme also incorporated training components for the local authorities on effective conflict resolution techniques.

“Sometimes, the farmers or pastoralists were required to part with hefty fines to the authorities, even when they were the aggrieved side, making the situation even worse. This has now changed and everyone gets a chance to be heard” - explained by a member of a peace-building grassroots network.

This approach to building lasting peace funded by Counterpart International, proved effective as witnessed by more farmers and pastoralists knocking at the peace mediators’ doors to be involved in the process. By the end of the year, more than a quarter of a million people from the 4 regions had benefitted from the initiative.

Financial Report

Financial Statements for the year ended 31 December 2011

	Unrestricted Funds £ 000	Restricted Funds £ 000	Total 2011 £ 000	Total 2010 £ 000
Income				
Donations and similar resources	6	0	6	9
Resources from Government and other	2,309	7,287	9,596	8,417
Total Income	2,315	7,287	9,602	8,426
Expenditure				
Charitable Activities ongoing	1,950	7,390	9,340	8,500
Governance costs	107	34	141	174
Total expenditure	2,057	7,424	9,481	8,674
Net income/expenditure	258	(137)	121	(248)
Net Movement of Funds	(180)	180		
Fund Balance as at 31 December 2011	892	273	1,165	1,044

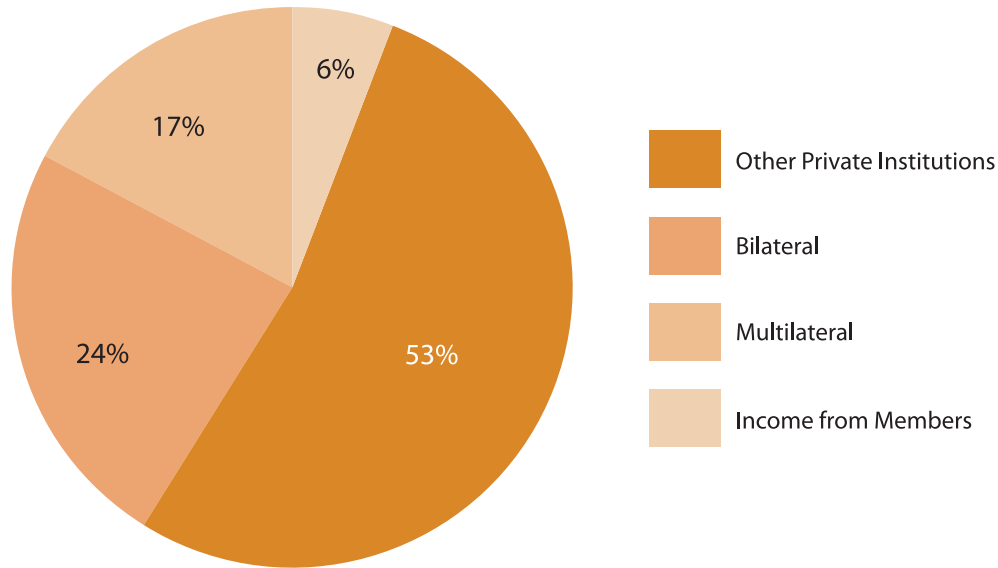
All incomes and expenses arise from continuing activities. There are no other gains or losses other than shown above, therefore no statement of recognised gain and losses is presented

Balance Sheet as at 31 December 2011

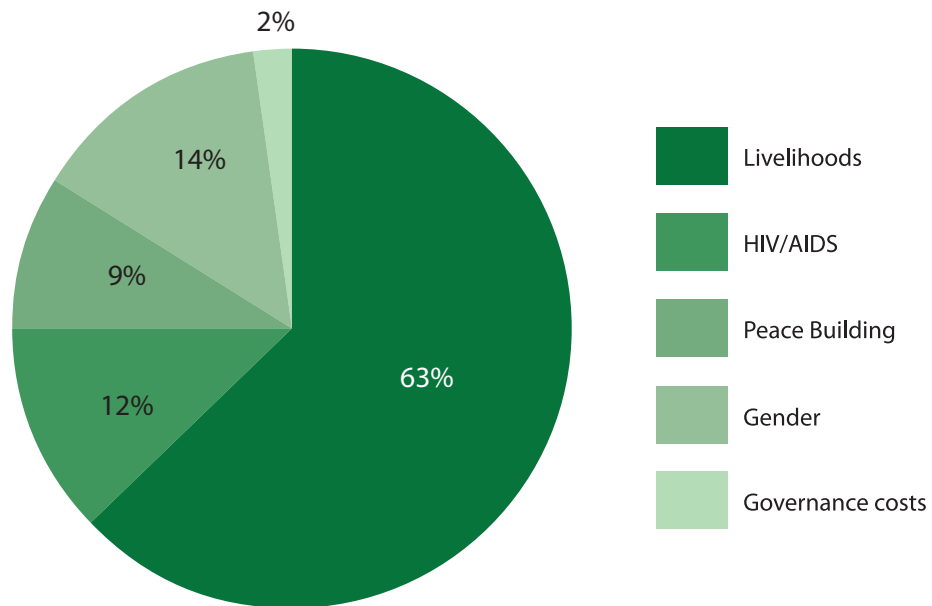
	(In GBP '000)	
	2011	2010
Current assets		
Tangible fixed assets	15	19
Current assets		
Debtors	1,733	1,551
Cash at bank and in hand	828	919
Amounts falling due within one year	(1,411)	(1,445)
Net Assets	1,165	1,044
Funds		
Net restricted funds	273	230
Unrestricted funds	892	814
Net funds	1,165	1,044

This is a summary extract of the full accounts. The full accounts are audited by Crowe Clark Whitehill LLP and are available on our website: www.acordinternational.org

ACORD's Income by Type (2011)



ACORD's Expenditure by Activity (2011)



About ACORD

Agency for Cooperation and Research in Development (ACORD) is a Pan African organisation working for social justice and development.

ACORD is present on the ground in 18 African countries, working with communities on livelihoods and food sovereignty, HIV and AIDS, peace-building and women's rights. We also conduct related campaigns and advocacy work at the Pan African and international levels.

Our core mandate is to bring about social justice and rights-based development through support to the development of social movements.

Vision

A society in which all citizens are equally able to achieve their rights and fulfill their responsibilities.

Mission

ACORD works in common cause with people who are poor and those who have been denied their rights to obtain social justice and development and be part of locally rooted citizen movements.

Values

- We believe people are the primary actors in their own survival and development;
- We work for social justice and equality, especially for the poor and marginalised;
- To achieve this, we work in partnership with communities and in alliance with other organisations;
- We will contribute to the resolution of conflicts affecting the communities with which we work, aware that social justice and equality are the basis of meaningful peace;
- To advance these values, ACORD will carry out its work with integrity and courage;
- We respect and celebrate diversity, both within the communities we work with, and within our own organization;
- We seek to achieve excellence in what we do.

Overview of Strategic Plan 2011-2015

The new strategic plan for ACORD covers a period of 5 years from 2011 to 2015, reaffirming ACORD's vision to promote social justice in Africa and its commitment to work in common cause with people whose rights are being denied. The plan is built around four complementary pillars of coherent programming, organizational learning and accountability, external communication and quality funding.

In line with the complementary pillars, the plan further outlines key objectives that underpin each of the main pillars which aim to fulfill ACORD's vision of a society in which all citizens are equally able to achieve their rights and fulfill their responsibilities. These objectives are as follows:

- Enhancing the voice of the poor and the marginalised to enable them to change conditions undermining social justice and development in Africa through participatory people-centred research, practical actions, civil society capacity building and advocacy
- Facilitating organizational systems, inter-personal and inter-group relations which thrive on achievements, learning and innovation while administering appropriate levels of internal and external accountability and cohesion of organizational identity
- Fostering a robust communication strategy for ACORD's impact and added value underpinning its advocacy work and supporting fundraising
- Enhancing the level of quality funding by mobilising unrestricted funding and funds for institutional development, and attracting additional funding from non-traditional sources.

In a nutshell, the new strategic plan for 2011 to 2015 will guide ACORD's overall operations, help further consolidate ACORD as a Pan African organisation and build the institution to effectively deliver on its programmatic agenda, as well as communicate its Africa wide impact towards social justice and equality.

About ACORD

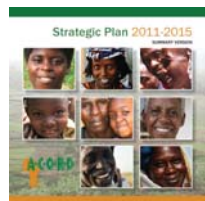
The Board

Ibrahim Ouedraogo | Chairperson
Maggie Pankhurst | Treasurer (resigned October 2011)
Jacqueline Williams | Treasurer
Mutizwa Mukute | Member
Gertrude Kazoviyo | Member
Richard Bennett | Member
Sylli Gandega | Member
Betty Plewes | Member
Augusta Henriques | Member (joined October 2011)

Senior Management Team

Ousainou Ngum | Executive Director
Almonda Foday-Khabenje | Head of Human Resources and Organisational Development
Elijah Lutwama | Head of Finance
Kristin Seljeflot | Head of Funding and Partnership Development
Emime Ndiokubwayo | Head of Policy and Advocacy (resigned October 2011)
Annette Msabeni-Ngoye | Programmes Operations and Development Manager

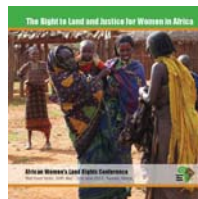
Resources:



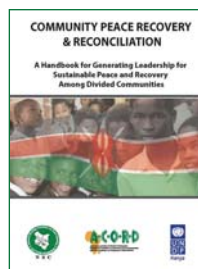
Strategic Plan 2011-2015 Summary Version
(English, French and Portuguese)



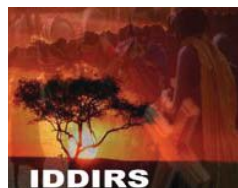
Advocacy Toolkit for Small-holder Farmers
(English and French)



The Right to Land and Justice for Women in Africa - African Women's Land Rights Conference 2011 (English and French).



Community Peace Recovery and Reconciliation: A Handbook for Generating Leadership for Sustainable Peace and Recovery among Divided Communities (English)



Iddirs Beyond Funeral (DVD): A documentary showing communities in Ethiopia coming together to contribute towards development and social justice (English)



Marching Towards Social Justice in West Africa (DVD; 25mins)
Marginalised and too often excluded communities in West Africa are organising themselves and working towards upholding their fundamental rights, in particular their Right to Food.

These and other resources can be downloaded from ACORD's website: www.acordinternational.org

Thanking our Donors and Supporters!



"To attain development effectiveness, our approach in relation to aid ought to be driven by our mandate to bring about social justice and rights-based development through support to the development of social movements" - Statement from 2011 learning forum:

"From aid effectiveness to development effectiveness: The role of civil society in ensuring democratic ownership for sustainable development and social justice".

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Defending rights. Promoting justice.

ACORD is a Pan African organisation present in 18 countries,
working with the poor and marginalised people for social justice and development



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