

ActionAid

Mid-Term review of the 'Right to Human Security in Conflict and Emergencies' Strategy



Report on the 'Organisational Aspects' Strand

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Picture shows IECT team members standing along a timeline of their work, in year order of joining ActionAid

Impact International

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I. Summary feedback of 'Organisational Aspects' review

The principal points of review feedback on Human Security's organisational aspects are summarised below. These points are related and cross-cutting; later in the report the specific separate questions from the review Terms of Reference are addressed one by one, with quotations and examples from the diverse respondents to this review.

The principal points of review feedback are:

1. ActionAid is experiencing the impact of far-reaching organisational change and adaptation during a short period of time
2. Human Security strategy needs to be more clearly understood within and outside ActionAid
3. IECT's role is not clear
4. IECT's perceived focus on relief is a limitation
5. The IECT team is capable and can be more effective

Relevance to other ActionAid themes:

Feedback and learning for Human Security as a theme could usefully be applied to the other five strategic themes to take stock of effectiveness, aspirations and risks at this intermediate stage of 'Rights to End Poverty'.

I. ActionAid is experiencing the impact of far-reaching organisational change and adaptation during a short period of time

Action Aid has a new corporate strategy

'Rights to End Poverty', the corporate strategy of 2005 builds on ActionAid's distinctive organisational values, identity, approach, and core interventions, and on past achievements and learning, to identify strategic priorities for the period 2005-2010.

'Human Security' is a new strategic theme in the organisation strategy

The theme of 'Human Security in Conflict and Emergencies' has been newly established as one of the six rights-based priorities described in the global strategy that ActionAid aspires to implement by delivering consistent collective action.

IECT is the new team that champions Action Aid's approach to emergencies and conflict

The International Emergencies and Conflict Team has grown since its establishment in 2005 from a small group of existing staff to a globally dispersed team of about twenty. IECT has made valuable and respected progress on Human Security priorities.

ActionAid continues to grow, adapt and change

During the same period ActionAid's total staff has grown in number by 50% worldwide, and there has been significant organisational, structural, and role reform across ActionAid in terms of internationalisation and matrix working. This level of organisational change has a high impact on people and processes. Respondents acknowledged the amount of energy consumed by 'how' to make the ActionAid of 2008 work well – energy that they would like to direct to poor and excluded people.



2. Human Security strategy needs to be more clearly understood within and outside ActionAid

Human Security's own objectives and 'offer' are very broad, and not clearly understood by stakeholders at varying levels in and outside ActionAid.

Respondents perceived that the Human Security strategy read as a set of principles rather than providing clear guidance for IECT or for the wider organisation. If there is lack of clarity in strategy, and objectives appear confusing or overlap, then all activities will be affected.

A clear summary of the Human Security 'offer' needs to make clear what will be done, and what will not be done.

The strong message from feedback in terms of clarity of is for IECT to focus on supporting **'getting the Human Security basics right'** rather than doing too much or spreading itself too thinly.

Reality has not met the rhetoric of the existing strategy.

There has been good progress with disaster response and preparedness, but not with conflict, or climate change, or peace-building. This means the Human Security theme is at a crossroads: the organisation needs to agree if it is best to retain all the objectives; or change them to match the reality of what is achievable in the current situation; or work out what needs to change in order to meet all the objectives?

Respondents gave examples of lack of clarity of strategy at three levels: within the IECT team itself; across ActionAid (with country programs, other themes, with functions), and outside ActionAid with partners and donors. A review of clarity of Human Security strategy should determine the priority of current activities and aspirations for achievement. The team can build on that prioritisation with internal and external communication of what is being offered to achieve the Human Security goals.

Human Security strategy must be perceived as owned by the whole organisation, not by IECT.

The opportunity is there for international Human Security policy people to support and provide coordination to Country Programme level roles, so that cross-cutting approaches can grow at the local level. The six themes of 'Rights to End Poverty' have been effective in integrating 'vertically' across the internationalised ActionAid (at the risk of creating new silos). IECT has been less effective in making practical alliances 'horizontally' at country and community level.

Local ownership - which is an aspiration expressed by IECT members - would help address the resolution of perception gaps about the 'development' goals of relief work.

A further issue related to 'ownership' is that some respondents suggested 'Human Security should be the principal guiding strategy for ActionAid'. Emergencies and conflict are seen as becoming the continuous experience of poor and excluded people.

3. IECT's role is not clear

The lack of role and process clarity means that Human Security is not being effectively mainstreamed across the organisation.

Is the desired relationship to be 'integrated' or 'opportunistic'?

In terms of the way IECT gets things done, there is a tension between:

- a desire for IECT to be 'integrated', close to its clients, particularly Country Directors



- o a perception that IECT is 'opportunistic' – the team comes and works with clients very effectively, then departs. What does the team do when there is no crisis? Some respondents are not clear on the answer to that question, which means the loss of impact and learning from some valuable Human Security activities.

*Is the IECT role **mandated** or **negotiated**?*

Human Security is a global ActionAid theme, with a role in every Country Programme, whether in terms of capacity building, disaster risk reduction, or emergency response. All these steps need planning, budgeting, leadership, and project management.

In any of these Country Programme activities, and across all the variables of country priorities, country leadership style, and IECT capability, how is this CP – IECT role agreed? Do all the stakeholders have the same understanding of how these agreements are made, and their impact - for example in terms of the perceived limitations on funding flexibility in country planning mechanisms?

Will a case-by-case negotiation allow for a holistic response that supports the Country Programme as well as addressing urgent needs?

4. IECT's perceived focus on relief is a limitation

TECT are seen as expert in emergency relief

Feedback indicates that the organisational features of disaster relief – high profile, highly expert, high budget, high in process and transaction management – can draw focus away from the poor and excluded, even in an organisation where that focus is a core value. This can create a self-fulfilling cycle of perception, where it may be felt that:

- o 'TECT are good at emergency and disaster relief', therefore
- o 'Relief is all that TECT do', therefore
- o 'Relief is what Human Security is all about', and therefore
- o 'Human Security (which equals relief) should be left to the experts, to TECT'

There is discussion of TECT changing its status – perhaps becoming an ActionAid affiliate.

The strength of focus on relief encourages the perception that TECT could be separate from ActionAid: 'TECT is effective in emergencies, so TECT could be a sub-contractor to Country Programmes, and therefore TECT may as well be separate.'

The risk is that this would remove TECT from its wider role in supporting the Human Security strategy, and would leave a capability gap for the organisation.

An emphasis on the emergency response function could limit progress on disaster preparedness work, or on the potential for engaging more fully with the development goals within Human Security, or on the potential for policy and practice to originate with poor and excluded people.

5. The TECT team is capable and can be more effective

Key capabilities

Respondents acknowledge that TECT has developed key skills, tools and relationships that are effective. It is seen as 'entrepreneurial' – an example is the leverage TECT has offered in attracting Austcare into the ActionAid organisation.

Can TECT do all that is expected of it, effectively?

Is the scale of the team's scope of work achievable, and does TECT have the capability to respond to the current range of demands and aspirations?



Individual advisors have very broad job profiles

These include response management, fundraising, and capacity building in areas such as disaster risk reduction. Other emergency relief organisations have divided those key roles between different team members.

Advisors also contribute to policy, have their own areas of specialism, and maintain their own representative relationships with other ActionAid theme teams. When priorities and distances are great, and time is short, are their skills and experience 'locked up', or enabling a consistent response by whole of IECT?

Enhancing IECT leadership and relationship management skills

Given the tension in role clarity between IECT and Country Directors, it would be useful for IECT to build skills in influencing, leadership and relationship management

Team effectiveness

Two measures of team effectiveness are the practical functionality of its structure, and the effectiveness of its performance management. The growing team has been reorganised since 2005 to provide clarity and establish two roles – International Programme Manager, and the Team Business Manager. The Head of the IECT Team, as an senior and experienced ActionAid professional who is called on for a range of special roles, is now on secondment in a Country role.

The effectiveness and sustainability of the performance management and distance leadership model for the team should be reviewed.



2. TOR of mid-term Review of the 'Right to Human Security in Conflict and Emergencies'

Terms of Reference

The TOR requires the review to be forward looking: 'an opportunity to critically review our work so far to draw out lessons, learning and recommendations on the way forward'

Review strand on 'Organisational Aspects'

The review on 'Organisational Aspects' provides the opportunity to assess how the Human Security Strategy is positioned, supported and integrated within ActionAid as an international organisation.

Specific questions in the TOR

The 'Organisational Aspects' strand of the Human Security review had specific questions to address, which are shown in the box overleaf:

Specific questions in the TOR:

1. External environment scan. What are key trends, developments and innovation in organization management that ActionAid should be considering?
2. What is the influence of the IECT team in helping to develop a stronger awareness of the right to Human Security, and of effective strategies and methods to tackle it?
3. What is the capacity of the IECT team and of ActionAid as a whole to learn and innovate from our engagement in the areas of emergencies and conflict?
4. How can IECT maximise its added value in the future?
5. How is matrix working supporting Human Security work?

To what extent Human Security is linked across geographic areas, at different levels (from the Development Area level to the international level), with other ActionAid themes (education, women rights, HIV/AIDS, governance, food security) and with functions (e.g. policy, fundraising, international partnership development, finance, HR)?

6. What are opportunities and challenges offered by an internationalizing organization and our models of management and governance vis-à-vis human security work?
7. Is Human Security work effectively engaging local partners? What are the challenges and opportunities in working with local partners in an emergency / preparedness context?



3. Review methodology of the 'Organisational Aspects' review

Alongside significant ActionAid strategies, reports and documentation, the feedback for this review was mainly sought from ActionAid staff and partners, in three methods during October and early November 2007:

1. Face to face and telephone semi-structured interviews with 30 staff across ActionAid
2. Face to face interviews and focus groups with 15 ActionAid staff and partners in Ghana in October 2007
3. Participation in IECT Team and Peer Review workshop and 30 Oct - 1 Nov 07

Parts 1 and 3 were carried out by Charles Whitehead, based in London. The Ghana review consultancy (Part 2 above) was carried out by Alain Kumodzi, based in Togo.

Becky Flight has done the layout of the two versions of the report.

Structure of report for each TOR question

The documentation, feedback, and Review Workshop discussion has been analysed for each of the TOR questions into two sets of principal lessons in terms of enabling the Human Security Strategy

- **Strengths and achievements** (*'Keep doing these actions'*)
- **Gaps; areas for improvement** (*'Options for future action'*)

Each of the principal lessons for each TOR question has been structured to show:

- **The organisational success factor this feedback is addressing**
- **Feedback and analysis**
- **A short phrase summarising the key options for future action**

This report presents the options for future action most strongly stated by review respondents and in documentation. It is not written as a stand-alone action plan.

The writer has deliberately emphasised achievements as well as perceived limitations in summarising feedback. Including this emphasis is based on the experience that what a team or individuals are doing effectively is often taken for granted, and can be disrupted by reactive or unbalanced activity to address weaknesses. In any forward-looking review, the organisation needs to consider the action to continue to take to support the firm foundations of effectiveness.

This report on the 'Organisational Aspects' strand of the larger review is written without taking into account the feedback from the other three strands of the Human Security review (Evaluation of tsunami response; South Asia earthquake response; How does Human Security work fit in the broader emergencies/conflict context?). The writer expects those



three strands will contribute feedback on organisational issues, which can be drawn together following completion of the full review.

The principal lessons on organisational issues should also be of value to other ActionAid Theme teams and functions.

The TOR encouraged the inclusion a perspectives "from outside the development, emergency response and conflict communities", and the two consultants bring that organisational experience from other sectors.

Direct quotations are included from respondents. The writer has selected quotes which are vivid and which represent the main 'voices' of the consultation. In some caslindses the different constituencies have divergent views, and in some cases convergent, with a strong consensus.

The sources of quotes are indicated in brackets – 'AA' for respondents from ActionAid located worldwide; 'LECT' for respondents who are members of IECT; 'AA Ghana' for respondents in Ghana, both staff and partners.



4. Review response to each of the TOR questions

4.1 TOR Question 1

External environment scan. What are key trends, developments and innovation in organisation management that ActionAid should be considering?

There is not one single model for organization management that will fit this sector – although there are common prompts for organisation redesign. These prompts come from a very wide range of sources, including the history and global scale of the organisation, the way the organisation engages with poor people, and the external funding and political environment.

The important key trend to consider adopting is to have an agreed process and agreed language for organisation management. The result is common understanding and recognition of a design and structure that is right in the organisation's specific setting, and which can be adjusted promptly using agreed methods when the situation changes.

ActionAid has vivid & respected models to help explain core concepts and shared approaches. For example, review respondents referred to models for understanding power relationships, and ALPS for exploring accountability, learning and planning, and the 'global monitoring framework' to highlight different dimensions of change. ActionAid has a distinctive style which is participative and can-do, and an organisation management model needs to cater for those strengths and support limitations.

To support shared understanding and provide a language that is accessible to all and that is free of jargon (so it is not only understood by specialists), it would be valuable for ActionAid to develop readily understood and transparent models to support:

- How ActionAid describes and explores the significant features and choices of organisation management, and their effect on impact
- How organizational change is addressed in Action Aid

One review respondent identified a risk: *"There is a general anathema to standardization or use of previously established models within ActionAid".*

Models for understanding organisations and performance may exist in ActionAid – for example, informing the design of the 2007 Climate Survey. If so, the models appear hidden from confident daily use. When talking about organisational aspects with review respondents, there was very variable evidence that respondents shared a common understanding of a shared language for organisational effectiveness and change.



Principal Lessons: **Strengths and achievements (Keep doing these actions)**

4.1.i Effective team evolution

Feedback and analysis:

IECT was established based on a foundation of ActionAid's functional experience in emergencies work even before the development of the current strategic framework 'Rights to End Poverty'. The key people who led IECT from the start have experience of how ActionAid works, and have a track record and effective relationships across and outside ActionAid.

The organisational management message is that it is effective to bring in change with a team that has a firm and trusted organisational foundation. This foundation will be essential in supporting some the options for the future that emerged in feedback – for example the further articulation of ActionAid's Conflict work across the organisation.

In the past few years since its inception, IECT leadership has taken stock and evolved in structure and capability from start-up to the current team of nearly 20. Targeted external recruitment has brought in the required skills; the leadership has been able to address adjusting accountabilities and roles within the team; the culture of the team is proactive and 'entrepreneurial' in advisor, specialist and policy roles.

However, there is a need for further shaping of the team, particularly in the very wide scope of work that the advisors carry out. Their role profiles include direct relief support, fundraising, capacity building, knowledge sharing, areas of focus that could beneficially be redistributed between specialist team members.

A second area of concern to address in the further development of the team is the capability of its leaders to manage performance in such an extended team.

Actions to keep doing: **Continue to shape the required team, based on a firm foundation**

Principal Lessons: **Gaps and areas for improvement (Options for future action)**

4.1.ii Clarity of responsibility for Human Security

Feedback and analysis:

Human Security in Conflict and Emergencies is a corporate ActionAid Theme; IECT is a functional cross-cutting team. The organisational model needs clarity.

*"IECT team has accountability but not capacity; country has capacity but not accountability"
(IECT)*



Different stakeholders may see development work as so distinct from emergency work that the assumption of responsibility is also passed between stakeholders.

The IECT Review Workshop in early November 2007 suggested ActionAid-wide reaffirmation that country teams are responsible for achieving Human Security priorities. Following that agreement, IECT / country roles can be mapped, agreed, and planned for.

Options for future action: **Clarify the responsibility for Human Security between Countries and IECT**

4.1.iii International & National Human Security roles

Feedback and analysis:

Building on the points in 5.1.ii above, Country roles could develop in parallel to IECT responsibilities: "Human Security programme should be managed by a country policy advisor" (AA Ghana)

The scope for work supporting Human Security across ActionAid is large and diverse, and it is in the countries that capability for disaster preparedness and response work needs to be developed across the full range of interventions.

IECT has been established to work by influence and advice, not by line management with countries, and its role in different countries is different depending on the work being addressed

Countries familiar with emergencies (for example) already have a relationship with IECT: "Human Security is effective in Countries with recurrent emergencies; others may not recognise importance of building resilience" (AA)

"Right now countries have an opportunistic relationship with IECT- clear roles, agenda, systems, energy for emergencies (AA)

As a result there is a range of perception and knowledge about IECT's role across ActionAid.

Respondents call for IECT to better integration of Human Security goals and activities with regional and country plans, with early preparation and budgeting for Human Security work at country level.

IECT is the biggest Theme team; with a more 'separate' status than other Theme teams. It is perceived that "IECT could step away from ActionAid & stand alone" (AA) There is tension between this perception and the concurrent situation where stakeholders would like more clarity and integration between IECT and countries in order to support Human Security.



Options for future action: **Support Human Security by integrating IECT's role in supporting country Human Security plans and activities**

4.2 TOR Question 2

What is the influence of the IECT team in helping to develop a stronger awareness of the right to Human Security, and of effective strategies and methods to tackle it?

Principal Lessons: **Strengths and achievements (Keep doing these actions)**

4.2.i IECT is a valued resource with wide skills

Feedback and analysis:

IECT team are a recognised voice within ActionAid, and are a respected team of advisers and policy staff. IECT skill set is very wide – emergencies, DRR, conflict, fundraising, policy, communication – which is the team's skill set based on their technical skills (the 'what' in terms of deliverables)

"We have the knowledge, skills; fundraising capacity; raising agenda for DRR" (IECT)

"They make a little go a long way" (AA)

IECT's capability is also based on their behaviours (the 'how' in terms of the way the interaction is carried out):

"Human Security team really engaged with my country staff" (AA)

"Let's get in and do something about it and get some quick wins" (IECT)

"We are used to change – in the tsunami we were able to throw out plans and start again" (IECT)

As noted in 5.1.ii above, respondents commented that the team has already changed in configuration, with specialist roles being established alongside advisory and policy colleagues. It is important to maintain the team's skills in both 'what' and 'how'.

IECT has an excellent record of publication for dissemination externally and internally. These publications are valuable tools to be used at the international level with donors and agencies, and at the national level for advocacy. The team has received significant recognition in the UN Sasakawa Certificate of Distinction for Disaster Reduction, which illustrates the practical work and innovation of the team.

Actions to keep doing: **Maintain capability of IECT's people**



4.2.ii Strategic leadership

Feedback and analysis:

IECT has enabled the impact of Human Security in ActionAid through personal leadership and team commitment.

The Head of IECT has been in role since the team was established:

"His fundraising profile, leadership, influencing, relationship building, contacts and years of ActionAid experience have been invaluable" (AA)

The team *"brings a sense of urgency to the Human Security Strategy" (AA)*

"IECT has navigated well in tricky waters" (AA)

"Community positioning enables Human Security to play a more credible role externally; previous emergency work had excluded power in analysis" (AA)

IECT is "building a participatory approach, rather than a disempowering dependence on relief" (AA)

Actions to keep doing: **Continue to provide strategic leadership**

Principal Lessons: **Gaps and areas for improvement (Options for future action)**

4.2.iii Advisors' ongoing relationship with countries

Feedback and analysis:

The IECT advisors' role is a leadership and influencing role, but not a line management role. To add most value, advisors' style should be developed to be forthright and assertive as well as being effective influencers and relationship builders.

Respondents ask specifically for a closer relationship between IECT advisors and Country Directors

"Country Directors need a personal relationship with IECT that provides personal and emotional support" (AA)

Review feedback calls for greater integration between IECT and Country & Regional staff and plans:

"Make a conscious effort to connect to every Country Office and Regional office, and increase accountability to the RO" (AA)

IECT to provide *"More strategic engagement in shaping country plans" (AA)*



A proposal for IECT to 'test run' its engagement with further countries is to: "Develop a clear sense of priorities for 10 sample countries" (AA)

Options for future action: **Build IECT advisors' relationship with Country Directors**

4.3 TOR question 3

What is the capacity of the IECT team and of ActionAid as a whole to learn and innovate from our engagement in the areas of emergencies and conflict?

Principal Lessons: **Strengths and achievements (Keep doing these actions)**

4.3.i Disaster Response

Feedback and analysis:

IECT has worked with country programme teams to provide practical and successful responses to complex emergencies in the past 3 years. Tools and approaches have been developed and documented.

IECT has supported organisational and local learning:

"There was effective lesson-learning in the tsunami" (AA)

"Rotation of staff or secondment gave practical experience to staff from places where the occurrence of disaster is low to places where it is high" (Ghana)

Review feedback recognises that IECT has been acting to address the difficult balance of carrying out development in a disaster.

"You are building a participatory approach, not a disempowering dependence on relief" "IECT is moving us from service delivery to human rights" (both AA)

Actions to keep doing: **IECT continue building ActionAid's disaster response role in countries**

4.3.ii Disaster Reduction

Feedback and analysis:

The IECT team has developed a very wide range of key approaches and practical tools – for example Participatory Vulnerability Analysis; schools work on Disaster Risk Reduction, capacity building.

These tools are valuable on several levels – directly in the country situation, to develop capacity with partners and other agencies, to support fundraising with donors.



LECT has carried out capacity building which has been valued:

"Conference on disaster reduction was helpful & very timely" (AA Ghana)

Actions to keep doing: **LECT continue building ActionAid's disaster reduction role in countries**

Principal Lessons: **Gaps and areas for improvement (Options for future action)**

4.3.iii Deepen capacity building

Feedback and analysis:

There is a tension between developing the range of capacity building and developing the depth. Review feedback calls for ActionAid to develop 'strength in depth' in relation to what IECT is offering (see section 5.4.i).

Because of local needs, all countries do not have exactly the same Human Security activities. A specific national requirement can provide an opportunity for targeted capacity building, and possibly the development of new approaches with communities or partners.

Countries' and colleagues' need and appetite for capacity building grows across ActionAid as Human Security is established on the 'map', and as IECT successfully develops effective approaches and tools.

Respondent illustrated the breadth and depth of demand.

Demand needs to be met by a range of methods, some of which are already planned for.

"Continue capacity building – develop more tools for country staff – design materials to enhance the quality of programs" (AA)

Some further needs that can be met more easily include:

"More meetings for neighbouring countries at the regional level" (AA Ghana)

"Better multi-country learning" (AA)

In emergencies, IECT people have been *"recognised as media stars" (AA)*.

LECT people cannot be everywhere at once, and respondents ask IECT to build capacity in countries to "Provide people on spot to talk about what we are doing" (AA)

Emerging issues that are more complex include:

Alongside the need for the fast track recruitment process...how can IECT and HR work together so that recruitment tools can *"explore how can candidate attitudes and values be assessed can be alongside getting the post filled"* (AA)



When the pressure of an emergency response takes over, how can we ensure a broad understanding and integration of ActionAid's values and distinctive approaches when we are "pushed into a project mindset in a disaster?" (AA)

Capacity building should keep reinforcing what Human Security "brings to strengthen ActionAid, otherwise it risks being seen as an 'appendage' " - a stand-alone skill Set (AA)
"Escalate Human Security core concepts into framework of AA work" (AA)

Feedback recognised the importance of Participatory Vulnerability Analysis (PVA) as an asset. It is proposed that PVA can have more impact: "PVA is not used as advocacy tool in countries; Human Security could be seen as more strategic" (IECT)

Options for future action: **Grow the depth of Human Security capacity building**

4.4 TOR Question 4

How can IECT maximise its added value in the future?

The responses to the other TOR questions could also have been shown here in response to this broad and open question; I have selected those responses that do not have such a specific fit with other TOR questions.

IECT is recognised for carrying out many activities successfully – these achievements are shown in the responses to the other TOR questions, and to maximise its added value IECT needs to 'keep doing these actions'

I have listed the main responses to this TOR Question 4 under the heading 'areas of improvement' because that was the nature of the way the feedback was given – "there are these options for future action".

Principal Lessons: **Gaps and areas for improvement (Options for future action)**

4.4.i Clarity of what IECT is doing

Feedback and analysis:

There was a wide ranging feedback and discussion about IECT's 'niche', or 'distinctive service'. The conclusions are that while it is useful to be aware of the special strengths and their use, it is important to be clear what IECT's 'offer' is to the rest of ActionAid.

The 'offer' for IECT is what the team is recognised for doing most effectively, aligned with strategy. The offer is not 'all the things we could do'. The 'offer' should also make it clear to stakeholders what IECT does not do.

The review feedback (and the timeline exercise carried out at the IECT workshop in October 07) show how IECT activities have expanded since 2005. Expansion of activities



has had a number of prompts – in particular the experience of specific emergencies and the learning and practice improvement that followed them.

The risk is that too much is being carried out at one time:

"Is this expansion flowering, or splintering?" (IECT).

"People tend to think that ActionAid can do everything in emergencies. But we don't have that capacity" (Ghana)

The strong message from the review is that while IECT's remit is broad, it would be valuable to concentrate on understanding in depth, on 'getting the basics right' across the organisation. Building on strengths, the opportunity is there to: *"Make a clear framework for ActionAid staff: 'our position is...these are the systems and procedures...here are the must-dos' - we have been too slow and unclear" (IECT)*

There are tools proposed to support that goal of clarity of offer within ActionAid: *"Develop a clear sense of priorities for 10 sample countries" (AA)* in order to demonstrate the steps and benefits of IECT support.

To develop the understanding of those priorities, existing tools which are widely recognised as valuable will be employed – such as psycho-social work (to pick one discipline): *"Psycho-social work at critical point – keep momentum going" (IECT)*

A core element of the IECT offer is to continue to build capacity:

"More meetings for groups of neighbouring countries" (Ghana)

"Build capacity with ActionAid staff – rights-based in every situation" (IECT)

There are points about working style which will help IECT be clear about its offer. These points encourage IECT to look around them within ActionAid, to look at their own experience, and to look out to other organisations:

Working style:

"Be more adventurous –the scale of need is enormous" (AA)

"Provide the Human Security lens to engage with every country team, and play a supportive role of analysis and linking" (IECT)

"Take time to learn and talk...write more case studies" (AA)

"Talk to other organisations more to agree strategies for prevention" (AA)

"IECT should see how they can learn from other organisations such as the Red Cross that have strength in humanitarian interventions" (Ghana)



Finally, there is strong feedback to say that alongside a clear offer, it is important for IECT to focus on planning well in advance with countries and other internal partners.

Options for future action: **Focus on Human Security 'basics' in depth to support the clarity of IECT's offer**

4.4.ii Conflict work

Feedback and analysis:

Conflict is one of the principal strands of IECT's priorities.

All stakeholders, and the IECT team, recognise that ActionAid's work with conflict needs much more articulation:

Feedback on supporting conflict work:

"Conceptual clarity of conflict is still limited" (AA)

"Explore / embed conflict work – including with countries who have done conflict work but have not labelled it or pooled it" (AA)

"Profile the conflict response potential of 10-15 Countries" (AA)

"Anticipate further challenges in conflict roles – situations where continuous emergency becomes the norm" (AA)

"Clarify skill sets for conflict" (AA)

"Support conflict work balanced with prevention – 'and/and' not 'or/or' " (AA)

Options for future action: **Further articulation of conflict work to make current goals operational**

4.4.iii Climate change work

Feedback and analysis:

Climate change work is acknowledged in 'Rights to End Poverty' and is key within DRR. The significance and growing scale of potential activity related to climate change needs to be clarified and communicated.

"Climate change work kicked off by IECT – also picked up by other teams. It's an activity without being a strategy" (AA)

"IECT has to lead on climate change" (AA)



Options for future action: **Further articulation of climate change work**

4.4.iv Internal Communication

Feedback and analysis:

There is wide range of perception of what IECT is doing.

That is true within the team and among internal stakeholders - some see only part of the work: *"We don't have a clue what are they doing when there is no emergency"* (AA)

There is strong feedback to support further organisation-wide two-way communication on Human Security:

Feedback on internal communication:

"Communicate internally – make key concepts visible – so HS touches the feelings, motivations and intellects" of colleagues (IECT)

"Reduce AA people's confusion about exactly what you do" (AA)

"IECT communicates well to my CD level well now and I see it, but most staff have much less contact (AA)

"Develop a better input into induction for people in key roles who need to know what's going on, but who may not work directly with you" (AA)

"IECT good at explaining own constraints – do they recognise others' constraints?" (AA)

IECT documentation covering its range of work has been highly valued, and needs to widen its reach to staff at all levels and to significant groups who are missed out.

There are opportunities to improve internal communication within IECT:

Institutional learning can improve: "I give out a lot of info within the team - I rarely get info; I can't only send - I must receive" (IECT)

"We need to do electronic meetings" (IECT)

"IECT sometimes in conversation only with themselves – reach out more" (AA)

Options for future action: **IECT communicate its activities within ActionAid so as to reach all internal stakeholders**



4.4.v Clarity to donors

Feedback and analysis:

Provide clarity to donors so they have confidence in ActionAid's areas of Human Security competence. *"Establish brand with donors in advance rather than reactively when there is an emergency - so we are the first port of call" (AA)*

To support that desired clarity, there are ideas for guidance and materials:

"Put across the distinctive practice in what Action Aid offers" (AA)

"Donors may understand why we do emergency survival; explain why we are doing conflict resilience (AA)

"Develop grass roots materials to share with donors" (AA)

"Encourage countries to go to donors" (AA)

Review feedback called for fuller exploration of southern donors, so that the funding stream is more South-South, and less centred on North-South relationships

Options for future action: **IECT build donor clarity on ActionAid's Human Security competence**

4.5 TOR Question 5

**How is matrix working supporting Human Security work?
To what extent Human Security is linked across geographic areas, at different levels (from the Development Area level to the international level), with other ActionAid themes (education, women rights, HIV/AIDS, governance, food security) and with functions (e.g. policy, fundraising, international partnership development, finance, HR)?**

For ActionAid 'matrix working' is a live issue, as Climate Survey feedback showed.

Responses in this review included the following comments about the experience of matrix working, not specifically about Human Security, but showing some current feelings about the operating environment:

"There have been inevitable turf wars, stumbling, resistance...it is all quite recent and some is ongoing" (AA)

"If you are going to set up a confusing structure better prepare to be confused" (AA)



"We have a system that is close to working across countries, regions and themes. It is still new – let us refine it and make it work, let's not throw it out" (AA)

Strengths and achievements (Keep doing these actions)

4.5.i Internal relationships

Feedback and analysis:

Relationships with Functions

IECT has a strong external focus, its 'independence' has been noted above, and it is seen as the entrepreneurial, can-do Theme team.

"IECT understand the need for working with Fundraising better than any Theme" (AA)

IECT has particularly effective relationships with Media, with Partnerships, with Finance functions.

There is special opportunity in having a Finance position 'embedded' half time in IECT (the other 50% of this post works with the Education team, which is the other Theme based in the UK). This is an unusual and creative positioning of a functional specialist.

This Finance position is recognised as adding value – for example during an emergency: *"You dealt with 7 funding proposals within 24 hours" (AA)*

IECT and Human Resources have worked closely together on specific responsive projects – such as systems and salaries during the Tsunami, and fast-tracking recruitment in urgent situations.

The Schools and Youth Team in the UK has worked closely with IECT to develop material that has been used in high volumes.

Relationships with other Themes

The value of Themes working together is a broadly-held assumption in feedback.

"We have a good connection with Women's Rights, Food Rights, Education" (IECT)

"With the floods that occurred, we find that most of the themes were present in the whole discussion" (Ghana)

Relationships at region and country

The value of joint policy and planning development at regional and country level is another broad assumption in the review feedback:

"We carry out joint planning with the Regional Office which is essential" (IECT)

"IECT take part in regional policy development with regional colleagues" (AA)

"You take the opportunity to synergise Human Security work with our 5 year country plans" (AA)

Actions to keep doing: **Maintain strong internal working relationships with functions and themes**

Principal Lessons: **Gaps, areas for improvement (Options for future action)**



4.5.ii New Internal alliances

There is further scope for enabling the success of the Human Security Strategy by working more effectively with internal allies to achieve strategic goals

Feedback and analysis:

Matrix integration

Feedback says that the 'vertical structures' for ActionAid have been realised. The need now is to carry out 'horizontal integration' – between Themes, at the strategic, regional and country levels.

"We must not be tied to new silos – we can make development goals work in the existing matrix, with some tuning" (AA)

IECT has been successful in establishing itself. However: *"successful recognition comes at a price of being perceived as acting in a silo" (AA)*

"We need better connectivity and integration at the interface between IECT and other Themes, and between IECT and Region" (AA)

Strategic integration

The Hunger Free campaign is as an opportunity to act effectively on cross-cutting Themes work *"I don't see it as joined up with IECT" (AA)*

A cross-cutting campaign is a chance to "Build capacity to set policy goals to synergise themes" (AA)

At the level of country strategy, aligning IECT with other relevant Themes would add value as the country prepares to carry out new roles: *"We are expecting to move more and more into advocacy - so aligned Theme work is essential" (Ghana)*

Integration between Themes:

"All themes need each other" (Ghana)

When one Theme 'works alone', there is a risk that only the Theme under discussion gets fully explained to partners or a community: *"we have limitation in getting all Themes to talk with communities about all of ActionAid's work" (AA)*

Clarity on Theme integration is significant in achieving ActionAid's goals:

"Theme integration is critical if we want to walk the talk that policy work is rooted in program" (AA)

Communication:

Related to earlier points in this report about internal communication and clarity of



LECT 'offer', respondents asked for cross-thematic work to be more effectively articulated and communicated:

"Show a clear sense of priorities in cross-thematic work" (AA)

"Share more about how you work with other themes" (AA)

"Need to set up cross-thematic teams so communication does not go the long way round up to the Director and maybe across to the another Theme" (AA)

"It feels like there is not any cross-pollination from IECT" (AA)

There is an opportunity to gather and benefit from learning from other Themes on areas of IECT focus: *"Link more closely with other Themes' emergency or conflict work" (AA)*

Further alliances with functions

One functional respondent commenced the review discussion by saying *"I don't know what I can contribute to this review of Human Security"*, and after a silence said *"I guess that's the point"*. While some functions are very aligned with IECT, some are more remote at present, yet there is scope for adding value.

Colleagues from the more remote functions – HR, IT, Sponsorship – could join future IECT workshops and meetings and hear the issues. Joining in as a new contributor, who has been distant in the past, can be uncomfortable – but it starts the relationship and with patience will add value.

It is the similar process as starting to work with new external partners.

If there is insufficient dialogue, then progress won't be aligned. One functional manager stated: *"We are unaware of what is needed; we can contribute much more to assist IECT functionally" (AA)*

The benefit of a fresh internal alliance is two-way:

Sponsor relationships (for ActionAid UK) have not been mentioned by any respondent in the whole review process. The sponsorship team has valued IECT communication in the past during specific emergencies; this direct contact needs to be maintained so sponsors as direct stakeholders can be informed about progress on Human Security.

Options for future action: **Develop further close alliances with Themes and functions in ActionAid**



4.6 TOR Question 6

What are opportunities and challenges offered by an internationalizing organization and our models of management and governance vis-à-vis human security work?

Principal Lessons: **Strengths and achievements (Keep doing these actions)**

4.6.i Growth of ActionAid

Feedback and analysis:

Global reach

ActionAid's international scale is seen as enabling the achievement of Human Security goals; emergencies and conflict objectives are seen as appropriate for ActionAid as a global organisation. This is a two-way relationship: *"Big international reach gives right size of 'stage' to Human Security work"* (AA)

Merger

With new merger or new affiliate relationships under discussion - for example the current steps with Austcare - new skill sets and new geographical areas can be brought in to the organisation. Human Security is a driver for growth for ActionAid: *"There is HS leverage in exploring new country relationships"* (AA)

National level

At the national level, the Human Security Strategy is seen as enabling the profile and leverage of the affiliated organisation. The Strategy *"...gives us a greater potential for the National AA Organisation to better defend the right of the national communities. It puts us in a position to improve our learning and sharing, and establish our credibility as an organisation that is 'southern grounded' "* (Ghana)

Actions to keep doing: **Leverage Human Security to support growth of ActionAid**

Principal Lessons: **Gaps and areas for improvement (Options for future action)**

4.6.ii Build Human Security into growth

Feedback and analysis:

Other gaps in terms of improving the impact of Human Security by addressing models of management have already been illustrated in earlier sections of this report.

Building Human security in during growth of ActionAid:

As growth does take place, there is the opportunity to 'build in' from the start the most effective current Human Security practices and internal relationships / accountabilities.



This practice may originate in ActionAid - and may have been identified through experience, or trial and error, earlier or in the four strands of this review.

Other effective practices may originate in the experience of the joining organisation, and an institutional learning process will be needed to explore others' approaches

Options for future action: **Build in Human Security during growth to establish it 'from the start'**

4.7 TOR Question 7

**Is Human Security work effectively engaging local partners?
What are the challenges and opportunities in working with local
partners in an emergency / preparedness context?**

The ActionAid Ghana team illustrated the significance and experience of partnering in Human Security work:

"We are working with communities through partners.

We get more ideas, and see how Human Security really fits.

Partnering leads to more effectiveness and to broadening the base of our work.

Working through partners will bring a greater impact.

The strategy for working with emergency - affected people is a challenge for most partners.

Partners' mandate, capacity, resources are sometimes weak.

Working with partners needs a lot of time." (Ghana)

Principal Lessons: **Strengths and achievements (Keep doing these actions)**

4.7.i Effective external relationships at all levels

Feedback and analysis:

An IECT member described the personal experience of the need for trust and judgement in partnering:

*"Partnering requires us to take a risk, to "close eyes and jump with them into the frying pan"
(IECT)*

Relationships are national, with Human Security providing a framework at that level: *"Human Security engages local partners and especially the Government" (Ghana)*



Relationships are strategic:

"The Human Security Strategy means international partners find it easy to figure out where we stand" (AA).

IENT members have very strong external relationships at a range of levels – donors, UN agencies, specialists, international and national partners. Evidence of these links is found in the team's effectiveness in fundraising in emergencies.

Actions to keep doing: **Maintain strong external working relationships**

Principal Lessons: **Gaps and areas for improvement (Options for future action)**

4.7.ii Building partnership skills

Feedback and analysis:

A recurrent theme in respondents' feedback and in documentation is addressing establishing and clarifying the practical balance between ActionAid's development goals with its emergency response goals.

"Clear relationship with partners crucial to balance that tension" (AA)

The development and growth of local organizations – with the challenges described by Ghana in the box above - is an opportunity to partner on Human Security priorities:

"Growing DRR at same time as to the local growth of CBOs is a dynamic and parallel evolution we have to align with" (IENT)

"Let's drive to establish further partners" (AA)

Alongside this growth in CBOs, there is scope to identify and build country teams' partnership skills across the organisation. *"Can a systemic approach to partnering in emergencies be developed?" (AA)*

IENT can contribute to building partnership skills in country teams.

ActionAid calls for action to take sides with the poor and excluded people with whom partners work.

"Impact on communities is the compass with which to check if we are heading in the right direction" (AA)

Respondents raised the issue of strengthening ActionAid's capacity to look at the impact of emergency work on communities. Ways forward include the application of ALPS or other mechanisms to continuously check the relevance of emergency (and conflict) work to poor people.

Options for future action: **Establish systemic framework for partnering in emergencies**



5. Formal respondents to Human Security Strategy Review: 'Organisational Aspects' strand, October 2007

Respondents in Ghana – ActionAid colleagues, NGO and CBO members					
	Who	Role	Based	When	How
1.	Adwoa Kwateng Kluitse	Country Director	AA CO Ghana	21 Oct 07	face to face
2.	Juliana Gyanwa Adu-Gyamfi	Deputy Director / Head of Programmes	AA CO Ghana	21 Oct 07	face to face
3.	Rita Akoto-Coker	Communication / PR Coordinator	AA CO Ghana	21 Oct 07	face to face
4.	Emmanuel Budu-Addo	Head of Finance	AA CO Ghana	21 Oct 07	face to face
5.	Mr. Michael Lumor	Regional Program Manager & HS focal person	AA Yendi	22 Oct 07	face to face
6.	Christina Amarchey:	Programme Manager: AA Upper East Region Development Programme	Zebila	23 Oct 07	face to face
7.	Gregory Dery	Programme Officer for Women's Rights: AA Upper East Region Development Programme	Zebila	23 Oct 07	face to face
8.	Samuel Abasiba	Programme Coordinator – CODI	NGO partner	24 Oct 07	face to face
9.	Seidu Musah Akugre	General Programme Officer – CODI	NGO partner	24 Oct 07	face to face
10.	Azure Baba Zakari	Financial Admin Officer – CODI	NGO partner	24 Oct 07	face to face
11.	Samuel Abasiba	Programme Coordinator - CODI	NGO partner	24 Oct 07	face to face
12.	Bawku West Abdulari Abubakar	Chairman of the DDDR Committee	Local CBO	24 Oct 07	face to face
13.	Dominic Abanga:	Secretary of the DRR Committee	Local CBO	24 Oct 07	face to face
14.	Yusif Ayire	Member DDDR Committee	Local CBO	24 Oct 07	face to face
15.	Martin Akanance	Member DDDR Committee	Local CBO	24 Oct 07	face to face



ACTION AID: 'Human Security in Conflict & Emergencies' Mid Term Thematic Review of Organisational Aspects

Respondents from ActionAid International and ActionAid UK					
	<i>Who</i>	<i>Role</i>	<i>Based</i>	<i>When</i>	<i>How</i>
16.	Richard Miller	AAUK Director	UK	9 Oct 07	face to face
17.	Tony Durham	AA UK Senior Media Officer	UK	9 Oct 07	face to face
18.	Bijay Kumar	Country Director	Sri Lanka	9 Oct 07	telephone
19.	Srilata Rao	International Organization Development Manager	South Africa	9 Oct 07	telephone
20.	Nigel Saxby-Soffe	Finance Director AAI	UK	12 Oct 07	face to face
21.	Katriona Street	International Finance Coordinator (for IECT)	UK	12 Oct 07	face to face
22.	Silva Ferretti	IA / SL Advisor for Europe & Human Security	Italy	12 Oct 07	face to face
23.	Sarah Gillam	Head of International Media (link IECT)	UK	12 Oct 07	face to face
24.	Anne Jellema	International Policy Director, interim OE Director	South Africa	15 Oct 07	Telephone
25.	Karen Brown	Head of UK Board of & International Trustee	UK	15 Oct 07	Telephone
26.	John Samuel	Asia Regional Director	Thailand	16 Oct 07	Telephone
27.	Julie Shrestha	HR Asia	Nepal	16 Oct 07	Telephone
28.	Joanne Smith	Country Director	Greece	16 Oct 07	Telephone
29.	Adriano Campolina	Americas Regional Director	Brazil	17 Oct 07	Telephone
30.	Sonya Ruparel	Operations Manager International Partnerships	UK	18 Oct 07	face to face
31.	Ramesh Singh	Chief Executive AAI	South Africa	19 Oct 07	Telephone
32.	Chris Kinyanjui	International Director E & S Africa	Kenya	20 Oct 07	Telephone
33.	Glyn Duke	Head of Supporter Services	AA UK	6 Nov 07	Telephone
34.	K. Parameswaran	Head International IT	India	8 Nov 07	Telephone
35.	Janet Convery	Head Schools and Youth Team	AA UK	8 Nov 07	Telephone

Respondents from the IECT team					
	<i>Who</i>	<i>Role</i>	<i>Based</i>	<i>When</i>	<i>How</i>
36.	Roger Yates	Head of IECT	UK	9 Oct 07	face to face
37.	Louise McLean	IECT Team Business Manager	UK	12 Oct 07	face to face
38.	Niaz Murtaza	International Programme Manager IECT	Sri Lanka	16 Oct 07	Telephone
39.	Jean Louis Lambeau	Human Security Advisor LAC	Haiti	16 Oct 07	Telephone
40.	Zvidzai Maburutse	Emergencies Advisor Southern Africa	Zimbabwe	17 Oct 07	Telephone
41.	Unnikrishnan PV	Human Security Advisor Asia	India	17 Oct 07	Telephone



ACTION AID: 'Human Security in Conflict & Emergencies' Mid Term Thematic
Review of Organisational Aspects

42.	Dereje Terefe	Emergencies Advisor E & C Africa	Ethiopia	17 Oct 07	Telephone
43.	Yasmin McDonnell	Policy Analyst	UK	18 Oct 07	face to face
44.	Annie Street	Policy Analyst	UK	18 Oct 07	face to face
External consultant					
	<i>Who</i>	<i>Role</i>	<i>Based</i>	<i>When</i>	<i>How</i>
45.	Sue Jenkins	Consultant	UK	15 Oct 07	Telephone

A wide range of further ActionAid colleagues attended different parts of IECT team workshop in Brighton between 30/10/07 and 1/11/07. They took part in discussions but were not interviewed formally.

The following external stakeholders contributed to discussion on the whole review at the IECT team workshop in Brighton 1/11/07

46.	Matthew Carter	CAFOD
47.	Brendan Gormley	DEC
48.	Nick Guttman	Christian Aid
49.	Paul Harvey	ODI
50.	Rob McGillivray	Plan International
51.	Tom Mitchell	IDS
52.	Ben Ramalingam	Strategic Advisor, ALNAP
53.	Pete Sweetman	Merlin



6. ActionAid documents used in support of 'Organisational Aspects' review

ActionAid documents

Managing to Balance: Resource Allocation, Strategic Priorities and ActionAid's Available Resources. Report 2007

Climate Survey documentation 2007

ALPS (Accountability, learning and Planning System) revised 2006

Rights to End Poverty, Global Strategy 2005-10

Fighting Poverty Together, Global Strategy 1999-2003

Human Security documents

Briefing note on management roles and responsibilities in IECT. Sue Jenkins 2007

E-Fast Rooster presentation 2007

Alert System 2007

EARARM documentation 2007

Capability statement 2007

IECT Annual Plan 2007-9

Annual Report 2006

Participatory Vulnerability Analysis step-by-step guide 2005

Human Security Strategic Plan 2005-2010

Rights-based approach to emergencies 2002

Scaling up Initiative documents

Scaling up emergencies work 2005

Scaling up emergencies work consultation 2003

Scaling up ActionAid Emergencies Work 2003 paper for International Directors meeting

Scaling up emergencies work 2003

Scaling up emergencies work 2002

Global trends in emergencies and natural disasters ActionAid 2002

Human Resources documents

Approved fast tracking recruitment 2007

Guidelines ActionAid policy on work in non-operational countries 2007

Tsunami Management Review 2006

Consultancy on Emergency Response Process Review. Accenture 2005

Global HR Policy appendix HR & Emergencies 2004



7. Question format and range for semi-structured interviews & focus groups

A Locating respondent in AA:

1.	Your role in AA; Other roles in past
2.	Your relationship to achieving HS Strategy, to IECT team
3.	Length of service in AA (prior to 'Rights to End Poverty'?)
4.	Contributed to 3 the other review strands

B Models and experience in AA:

5.	A Organization change: AA's approach / model? B How does learning from organization change take place?
6.	A Strategy: AA's approach to developing priorities B AA's approach to implementing strategy
7.	A Organization culture: AA model for desired org cult. B Strengths & limitations of existing culture
8.	A Leadership: AA model of desired leadership B Strengths and limitations of existing leadership
9.	A Achievement - Dealing with success & failure B Achievement - How communicated, recognised
10.	AA business processes: strengths & limitations
11.	A Learning: AA's approach / model B Impact of & action from learning
12.	A Internal communications: AA media and use B Strengths & limitations
13.	Balancing Rights to End Poverty Strategies with internationalizing goals
14.	How HS Strategy enables AA impact with donors, with sister INGOs

C TOR Specific questions on Human Security, IECT:

15.	a) External environment scan. What are key trends, developments and innovation in organization management that ActionAid should be considering?
16.	b) What is the influence of the IECT team in helping to develop a stronger awareness of the right to Human Security, and of effective strategies and methods to tackle it?
17.	c) What is the capacity of the IECT team and of ActionAid as a whole to learn and innovate from our engagement in the areas of emergencies and conflict?
18.	d) How can IECT maximise its added value in the future?
19.	e) How is matrix working supporting Human Security work? To what extent Human Security is linked across geographic areas, at different levels (from the Development Area level to the international level), with other ActionAid themes (education, women rights, HIV/AIDS, governance, food security) and with functions (e.g. policy, fundraising, international partnership development, finance, HR)?
20.	f) What are opportunities and challenges offered by an internationalizing organization and our models of management and governance vis-à-vis human security work?
21.	g) Is Human Security work effectively engaging local partners? What are the challenges and opportunities in working with local partners in an emergency / preparedness context?

D 'If you could influence these' – what would you do to enable HS Strategy success?:

22.	Organization & policy level – change what & how
23.	Change relationship with poor - what & how
24.	Change relationship with partners - what & how
25.	Change relationship with donors - what & how

E Personal actions or actions you believe others should do in order to improve HS Strategy impact:

26.	You keep doing – what & how
27.	You stop doing – what & how
28.	You do differently – what & how
29.	Others (who?) keep doing – what & how
30.	Others (who?) stop doing – what & how
31.	Others (who?) do differently – what & how

