



Bond Strategy 2011-2016

Connect, Influence and Strengthen

Our context

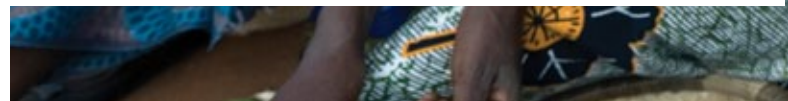
Bond is an independent charity established by 63 organisations in 1993 and is governed by its members. As the membership body for UK international development organisations, Bond is the uniting force for their strength, influence and effectiveness.

The network, which had 370 members in 2010, includes the largest NGOs with a world-wide presence and a wealth of smaller organisations with specific geographical or thematic areas of focus. Bond members come from across the counties, regions and nations of the UK, and from all sections of the community.

Diverse in every way, Bond members are united by a simple and powerful vision:



**A WORLD OF JUSTICE AND EQUALITY,
FREE FROM POVERTY, WHERE HUMAN RIGHTS
AND THE ENVIRONMENT ARE RESPECTED.**



Our challenges

The challenges of eradicating world poverty are so vast, complex and inter-related that those working in international development recognise the need to collaborate for transformational change and effective solutions.

The international political context, the backdrop of public perceptions, and the competing claims on public spending and private resources, are more challenging than they have been for many years.

The recent crises in food, fuel, global economics and finance, combined with the deepening environmental and climate crisis, are provoking a reassessment of what international development means and how approaches to it need to evolve.

Our response

To make the most positive changes in the lives of women, men and children living in poverty, and to achieve our shared vision, our sector must be joined up, we must make an impact on the views and actions of others, and our organisations must be effective. We will focus our efforts on:

1. Connecting for change
2. Maximising our influence
3. Strengthening our sector

The scale of the task means that stable partnerships, collective approaches, and working closely with others who support our vision, is central to our success. We must be flexible and responsive to change, and be ready to learn and adapt. We will grow together. Our vision must be more widely understood and shared, by both the public and by those in power.



Bond is for international development

We are committed to ensuring that the poorest people in the world get the justice and sustainable development which is their right. We will build the strength, influence and effectiveness of our organisations and sector so that we improve our contribution to their struggle. We will bring and represent their voice to the highest levels of power – at home and abroad.

Bond is needed, now more than ever. Our reach, diversity, array of specialisms and pooled knowledge are unique and our impact is far greater when we work together. We have a responsibility to ensure that our organisations use our passion, ideas and combined strength to play our full role in achieving justice and equality and eradicating poverty.

Our shared goals

This strategy sets out our collective intent as members; what we will achieve through Bond from 2011 to 2016. It represents what we will do together to realise our vision. It embraces established ways of working and also new goals and shifts in emphasis that respond to the changes around us. The strategy will direct the work of the Bond secretariat but its goals cannot be achieved by individual members or by Bond staff alone; we can only achieve them by working together.

Through our active engagement as members and through our elected trustees, we will ensure that Bond has the right governance, a sustainable business model, adequate resources and sound internal processes in place to lead and serve the network in the delivery of this strategy and the attainment of our common goals.

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Connecting for change

The global economic and climate change crises are creating explosion of need and a simultaneous squeeze on the resources to address them. Bold collaboration is needed to harness existing resources, and to leverage still more. The public and the private sectors as well as NGOs and wider civil society can all make positive contributions to changing the lives of people living in poverty.

Rising to the connection challenge

Bond is, by its very nature, connected – we have a strong network, wide alliances across the UK, Europe and the world. Our experience tells us that by collaborating closely as a diverse network, we develop our sector’s influence and effectiveness. We know that establishing solid partnerships is of growing importance if we are to keep extending our impact.

Between 2011 and 2016 we will strengthen relationships inside our network and reach out to those beyond it who support our vision and share our values. We will promote collaboration to marshal the greatest possible knowledge, skills, experience and resources, for the greatest possible advancement of international development. Working with those beyond our network, towards our vision, will become a hallmark of Bond.



COLLABORATION WILL MAKE BOND STRONGER AS A NETWORK AND WILL ADD VALUE FOR ADVOCACY, LOBBYING AND INFLUENCING POLICY MAKERS IN POLICY DECISIONS

Our strategic goals

- Build stronger relationships, engagement and communities of practice within our network.
- Invest in wider collaboration with civil society partnerships, alliances and strategic relationships around the world.
- Develop strong collaborative links with the private and public sectors, and government institutions.
- Extend the reach and deepen the impact of our communications practice.



To achieve these goals we will:

1. **Foster deeper active collaboration within the Bond network** by adding value and creating new opportunities for engagement, mutual support, learning and joint working.
2. **Increase the effectiveness of existing Bond groups and other Bond spaces** to represent members on key issues and to act as a resource for learning, good practice and policy development.
3. **Encourage and enable a diversity of civil society organisations from beyond the established NGO constituency to act together** for international development (including environment groups, faith groups, think tanks, academic institutions and others).
4. **Work with civil society networks in the global North and South** to build relationships and collaboration; within the UK with Scottish, Welsh and Northern Irish networks; with partners in the EU such as CONCORD, and worldwide with other NGO national platforms.
5. **Construct positive alliances with the private sector** and corporate partners and broker stronger strategic relationships to improve the impact of the private and public sectors on development.
6. **Build strong and effective relations with UK Government**, government departments, Parliament and MPs, **and with EU institutions** and MEPs.
7. **Reach out to the UK public and UK media** to advance the cause of international development and build positive support and understanding, especially where it is lacking.
8. **Position our sector at the leading edge of effective communications practice by expanding the application of new technology** in our work on public engagement, advocacy, networked learning and other areas, by improved use of digital media, social networking, and online and mobile technologies.

Maximising our influence

During tough economic times, critical decisions are being made, nationally and internationally, which could either advance or undermine progress towards our shared vision. From 2011 to 2016, the Millennium Development Goals must remain a priority and must be planned beyond; Europe is making and implementing far-reaching decisions on development and budgetary prioritisation; the G20 is exercising a stronger role; and there significant shifts in UK policy. Furthermore, successful resolution of issues 'beyond aid' (including climate change, finance, trade, gender, conflict and corruption) are accepted as critical to successful poverty reduction and sustainable development.

Rising to the influence challenge

Between 2011 and 2016, we will renew our efforts to build political and public support for international development. We will work with partners and allies nationally and internationally to ensure that people living in poverty – and those working with them – are at the table and their voices are heard, in the right places, at the right time, so that policy is informed by their experience and shaped in their interest. We will influence national governments, international institutions and others with power and resources to take positive decisions and actions on our strategic policy change priorities.

We will work to ensure that the right policy, legal and regulatory measures are secured for NGOs to operate in a conducive environment, in the UK and internationally, and to enable the greatest resources of the highest quality to be directed to the right people.

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**BOND COULD PLAY A CRUCIAL ROLE
 IN CONNECTING WITH NETWORKS IN THE SOUTH**
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Our strategic goals

- Collectively influence decision-makers in the UK, EU and internationally to improve international development policy and practice.
- Enable supporters, interested audiences and the wider public to understand, respond and take action to address the causes of global injustice and poverty.
- Promote civil society space so that organisations and active citizens can flourish and speak out for economic justice and sustainable development, wherever they live.

To achieve these goals we will:

1. **Build a cross-party UK parliamentary consensus** for international development.
2. **Influence the UK Government**, government departments and Parliament to play a global leadership role and to deliver positive policies and practice on international development.
3. **Influence the European Union**, Council, Commission and the European Parliament to deliver positive policies and practice on international development.
4. **Influence global institutions' policies and practice**, based on the interests of poor people, through working in global alliances of civil society, including the Global Call to Action Against Poverty.
5. **Foster dialogue between funders and NGOs** on learning and best practice, to secure improved policy and practice in funding of international development.
6. **Bring the voices of people living in poverty directly to decision makers** and the public, as a key part of communicating a powerful narrative for development.
7. **Learn and share knowledge about public attitudes to development and how to shape them** in active support of equitable international development.
8. **Promote, defend and expand legal and regulatory frameworks** which guarantee civil society space by working together and with international allies.



Strengthening our sector

The realisation of potential is at the heart of our vision. As Bond members, we seek to ensure that our organisations, our partners and our sector are equipped to have the greatest possible impact on the eradication of poverty.

The state of global and national economics today is creating pressure on, and competition for, resources. International development organisations must be willing, equipped and able to operate in a competitive environment. NGOs of all sizes are expected to work to progressively higher standards and with greater effectiveness. This requires ingenuity and flexibility, combined with new skills and greater ability, in robust and well-led organisations.



Rising to the strengthening challenge

Between 2011 and 2016, Bond will encourage and support members to further develop the qualities which will help our people and our organisations to be sustained and grow, in order to achieve our shared vision. Bond will offer direct skill-building support and will provide information, advice and guidance. We will assist organisations to nurture and develop the talent in the sector, and help members learn and lead at strategic and operational levels. Bond will facilitate learning between individuals and organisations and encourage them to tackle common challenges together.

Together, we have committed to find the best ways to prove and improve the value and effectiveness of our work. We will consolidate the legitimacy and integrity of our organisations and our sector by making clear the standards to which we hold ourselves.



IF WE ARE TO BE POWERFUL AND FORCEFUL AS A SECTOR, WE NEED A UNITED VOICE

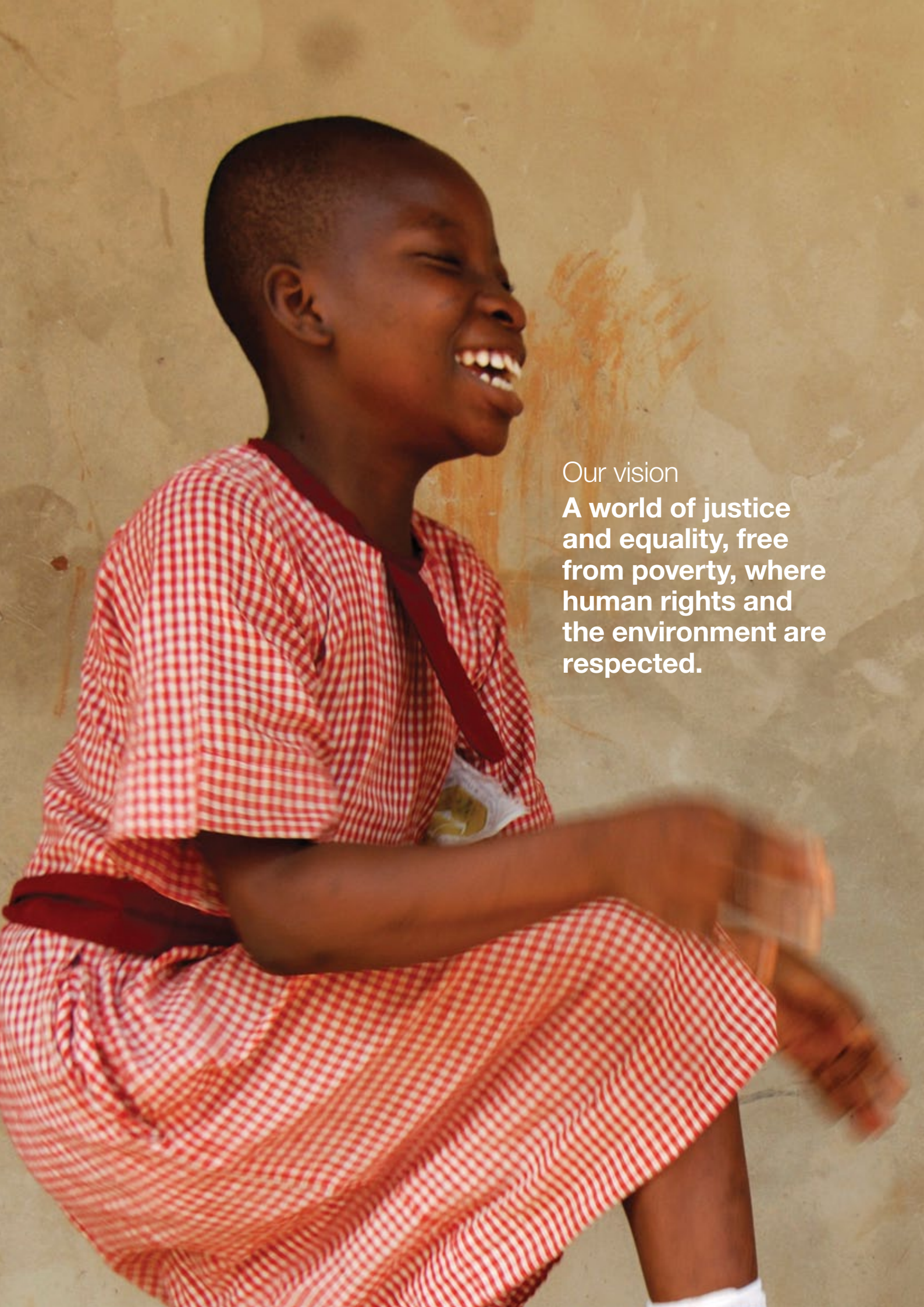
Our strategic goals

- Prove and improve NGO effectiveness by agreeing standards of organisational and development practice in our network and supporting each other to attain them.
- Build the skills, competence and capacities of our people, organisations, network and sector to ensure resilience and responsiveness to change.
- Promote and enable learning and exchange within and between organisations to improve performance.



To achieve these goals we will:

1. **Revise our shared membership principles and develop a linked peer-review process** to support us in holding them true.
2. **Develop and introduce a voluntary effectiveness framework** to support the continuous improvement of our development practice.
3. **Provide training and learning opportunities of the highest quality** for our staff, volunteers and supporters through a range of approaches including formal training, mentoring and coaching.
4. **Build a stronger national civil society campaigning platform and invest in activism** and the skills of campaigners, as key components of an energetic and influential UK movement supporting international development.
5. **Reach beyond the network to access knowledge from other sectors** and professions, on quality, learning, organisational trends and issues.
6. **Create learning opportunities for leaders of organisations** and of particular disciplines throughout the network.
7. **Share learning on innovative business models and ways of working**, consolidating resources, and exploring flexible models of collaboration within the sector.
8. **Disseminate information resources and provide advice services and guidance** to strengthen knowledge, capacity and effectiveness of UK NGOs.



Our vision

**A world of justice
and equality, free
from poverty, where
human rights and
the environment are
respected.**



Our purpose

**To be the uniting
force for the
strength, influence
and effectiveness
of UK development
organisations.**

Stay up to date

bond.org.uk

bond.org.uk/e-updates

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**If we are to be powerful
and forceful as a sector,
we need a united voice**

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