

Bond Operational Plan Summary 2011-2012

The Bond Strategy 2011-2016, as adopted by the Bond AGM in November 2010, is owned by Bond members and governs all operational activity in the period unless specifically adjusted by the Board. “The goals of the strategy cannot be achieved by individual members or by Bond staff alone. They will only be achieved by working together.”¹

Connect, Influence and Strengthen are the themes driving the work of the Bond network during the period, and they are supported by four Enabling Priorities internal to the Bond secretariat.

Theme: Connecting for change

We will **focus on quality, value and relevance of new and existing services which maximise the value of the Bond offer to members** and non-members, thereby driving Bond income. We will ensure that newly defined segments within the Bond membership are fully aware of the Bond offer and able to engage in significant ways. We will develop deeper understanding of the structure, functions, programmes and needs of its individual members.

A **fresh Bond digital and online approach** will ensure the development of the members area of the website to enable Working Groups to collaborate effectively and exchange and share good practice in areas of their own choosing. Bond will ensure that the website develops in ways that establish Bond as an exemplar of best practice in web and digital development, ensuring that open source solutions are used, and that any developments have the capability of being transferred and applied to smaller Bond members with support needs in this area.

We will continue to **develop our offering to Small NGOs**, increasing the number of events and providing more structured content, built around member-led examples, and providing opportunities to share, discuss and capture the experience and expertise of individual members. We will ensure that a **clear rationale for the support of Bond Working Groups is established** and that this support is consistent with Bond strategic goals.

We will establish significant partnerships in areas outside the established NGO constituency to act together for international development. These will include developing relationships between **UK civil society organisations and the private sector**, where Bond will initially establish a private sector engagement working group to develop strategy and opportunity for increased mutual understanding of lessons to-date and the full potential of relationships to leverage greater high-quality and effective impact for international development.

As an outward-looking network with networks in the global north and south, Bond will **focus on international partnerships** in the EU, especially CONCORD, with the Global Call to Action Against Poverty (GCAP), The Open Forum on CSO Effectiveness, and the emergent International Forum of national NGO Platforms (IFP).

¹ Bond Strategy 2011-2016

We will ensure that the **full, and associate, membership structures are fit for purpose** and that categories are appropriate for the new audiences with which Bond wishes to engage. Consideration will be given to schemes (not full membership) which extend some of the benefits of Bond to non-member constituencies. We will **scope out possible routes to reach out to UK media** and assess the nature of partnerships to be developed.

We will ensure members have access to **effective messaging on aid and development** as well as resources to better **understand the drivers of UK public attitudes to development**. We will initiate new sector action on public support and ways to engage the UK public in global poverty issues. Bond will develop a 5-year public support strategy for the sector to build citizen engagement for the longer term.

Bond will **strengthen relations with the UK Government, Parliament and parties** in the new political context. In Europe, Bond will continue to strengthen relationships with MEPs, and strategic work with relevant committees and individuals.

Theme: Maximising our influence

Bond will focus on the priority UK policies of our member NGOs including **holding the government to account in meeting the 0.7% target and for the quality of UK aid being focused on poverty eradication** as the UK Government redirects development assistance following reviews on UK bilateral, multilateral and humanitarian aid, and introduces changes derived from its Results and Value for Money agendas. Bond members' extensive field experience and evidence can guide advocacy to ensure aid effectiveness is not compromised.

Bond members will **champion aid and development to build political and public support**, especially around the projected increases in UK aid in 2013 in the context of tough economic time and, ahead of that, ensure legislation to keep aid levels above the UN target for good.

Work on Europe through the Bond European Policy Group and wider network will seek to **protect and strengthen development interests within the new institutional architecture** of the new European External Action Service (EEAS) and the Development Commissioner. Bond will focus on securing adequate funding for development in the EU Multiannual Financial Framework and budget, influencing development policies and processes (on aid, MDGs and the reviews following the EC's green papers). Bond will maintain work on Policy Coherence for Development, and on UK NGO engagement in EU work.

In wider international advocacy Bond will focus on **holding the G8 accountable for its commitments** and on the **G20 development programme of action**. We will also work with European and international allies on the Fourth High Level Forum on Aid Effectiveness (HLF4). We will develop a shared NGO approach to the post-2015 agenda and build up work on the **Beyond-2015/post-MDG propositions and processes**.

To improve the enabling environment in which NGOs operate, Bond members will take forward a programme to meet member concerns on regulatory issues - **protecting civil society space for NGOs in UK and overseas** – and continue **donor advocacy work** largely through the funding-related working groups. We will continue to input into CONCORD-led processes on the Structured Dialogue ahead of its conclusion, and work with CONCORD on the outputs of the process. Bond is

facilitating and supporting dialogue between NGOs and DFID on new and renewed funding mechanisms for civil society. We will continue to build and maintain key relationships with institutional donors (DFID, Comic Relief, BIG and EC), trusts and foundations and the private sector, and enhance dialogue with a range of donors on matters of effectiveness, in collaboration with the Bond Effectiveness Programme.

Theme: Strengthening our sector

We will continue to consolidate and **grow the core training programme** (open and in-house delivery), focusing high-quality content around our existing popular themes – NGO Effectiveness, Advocacy and Campaigning, and Fundraising and Financial Management – and developing two or three new content/ topic areas which emerged from the membership during the strategy consultation. We will also explore opportunities for training delivery in partnership with others (e.g. Bond groups, other providers, sponsors). Targets will be increased (modestly for open training; significantly for in-house training), as Bond move closer to a cost-recovery model for the core programme. We will also explore (fundable) opportunities for different ‘event types/ modalities’ of appeal to particular sections of the membership. We will review and enhance our **monitoring, evaluation and quality assurance framework** for Bond’s core strengthening programming, and consider appropriate resource investment and methodologies in assessing long-term change/ impact from services delivered.

Based on our analysis of the outcomes of the e-learning pilot, and connected to the preparation of the development of a new online area for the network, Bond will prepare and package a range of online learning materials/ resources, case studies, and so on, with **specialist resources available to members** and event participants. We will continue to deliver popular subscribed-for advice services, and explore potential for growth in this area of support.

Following on from the success and effectiveness reported by Chief Executives in the pilot **mentoring programme**, Bond will endeavour to expand this approach to support for leaders of small and medium-sized member organisations. Also within our objective of **supporting leaders**, Bond will establish the Leaders Series as the principle vehicle for responding to Chief Executives’ priorities for debate and discussion on issues of critical significance to the sector. Collective learning from the programme will be captured and disseminated to the wider leadership of the sector, and materials published, together with a set of associated resources. We will also develop our leadership forums in influencing (Advocacy Leadership Forum, Campaigning Coordination Team) and in others areas such as programmes and communications.

We will draft and **finalise the organisational effectiveness self-assessment framework**, and develop a linked online portal which supports members in the implementation of shared membership principles. The Bond Effectiveness Programme will also develop and finalise the **‘Prove and improve it’ framework** for assessing, managing and reporting effectiveness. Throughout, Bond will maintain ongoing consultation with and involvement of Bond members in the evolution and implementation of this programme.

Bond will **implement standards for NGO transparency** by working with members to create incentives for UK NGOs to deliver greater long term impact for people living in poverty through improved consistency and rigour in how NGO effectiveness is measured, managed and reported publicly. We will equip members to be global

leaders in transparency having the necessary capacity and the right incentives to implement the IATI Standard and make demonstrable progress towards compliance through the disclosure of increasing levels of project information. Bond will improve skills and knowledge on implementing and complying with IATI Standard and improving transparency, through high quality support and training, peer learning, good practice case studies and other resources.