

Regulars and features

- 4 **Network Update**
Including new interim Bond Chief Executive, party conferences and UK Aid Match applications

- 6 **Shared agendas, shared approach**
International HIV/AIDS Alliance shares its response to effectiveness and accountability

- 8 **Lead by example**
UK Aid Network outlines the aspirations for the Fourth High Level Forum on Aid Effectiveness in November

- 11 **Rethinking our existence**
EveryChild challenges others to think about their own theory of change

- 12 **My Bond, your Bond**
A focus on social networking and a new Bond online space that will help members collaborate

- 13 **Open and transparent**
Joni Hillman outlines the Bond Transparency Programme

- 14 **Crunch time for the G20**
Joanna Rea outlines why the G20 Summit in November is important for international development

- 15 **Coalition is King**
Excerpts from *Campaigning for International Justice*, a new report by Brendan Cox

- 17 **One World Action closure**
Hannah Davies, Director at One World Action, shares her insights and highlights

- 18 **On the up**
New research shows the contribution of UK trusts and foundations to international work

- 20 **Donors and NGOs respond to Cambodia crackdown**
As Cambodia's government closes space for civil society, development partners find cause for pause

- 22 **Conflict at Busan**
What does the upcoming High Level Forum on Aid Effectiveness have to offer conflict-affected and fragile states?

- 23 **Learn with Bond**
Find out more about the January-June 2012 courses and bespoke training for your organisation

- 24 **Promising the Earth**
The Bond Development and Environment Group look ahead to the 2012 Rio Earth Summit

- 26 **Development People**
An interview with Harriet Lamb, Executive Director at Fairtrade Foundation



Addressing effectiveness

'Effectiveness' and 'transparency' are concepts that have gained infinitely greater currency in our sector, and the more so since the Coalition Government also identified them as development priorities. Whilst the challenge of demonstrating unequivocally the difference that both aid and development make to the lives of poor and marginalised people is not new, our organisations have finally started to come together to find practical and robust solutions.

This issue of *The Networker* digs into these debates. This is timely given the launch of a new Bond programme on transparency, the upcoming Fourth High Level Forum on Aid Effectiveness, and with the Bond Effectiveness Programme entering the final phase of development.

Effectiveness needs a sector response

International HIV/AIDS Alliance is a staunch advocate for a sector-wide approach to effectiveness and accountability, and is putting these agendas at the heart of their work. On page 12, Sam McPherson explains how they are tackling the challenges. Meanwhile, Joni Hillman outlines the Bond Transparency Programme, page 11, which will support organisations to be as accountable to stakeholders as possible by making programme and performance information more readily available and accessible.

New model NGO

The world continues to change dramatically around us but have we adapted to stay relevant? Few organisations reflect on and rethink their very existence, let alone actually having the courage to embrace radical change. But that's exactly what EveryChild did when they took the decision to form a global alliance of national civil society organisations. Anna Feuchtwang, Chief Executive of EveryChild, shares her insights.

Finally, this is my last *The Networker* before I leave Bond to take up the post of Chief Executive of Bond member MAG (the Mines Advisory Group). I would like to thank you profoundly for your continuing support and commitment to Bond. Bond is as good as its members – and Bond members are extraordinary. I feel honoured and humbled to have been able to work with you all in this role. I leave the organisation in the capable hands of Lyndall Stein, Bond's interim Chief Executive, details on page 5.

As ever, we welcome your feedback and if you have a comment to share or an idea for a future article, please contact Jemma Ashman: jashman@bond.org.uk.

With my best wishes,



Nick Roseveare
Chief Executive



About Bond

Bond is the UK membership body for non-governmental organisations working in the international development sector. We promote the exchange of experience, ideas and information and, as the UK's broadest network of international development organisations, provide our members with opportunities to influence change through collective action.

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About *The Networker*

The Networker is a quarterly publication that is sent to all Bond members and subscribers. It offers topical and forward-thinking features and news relevant to the sector, with the aim of inspiring thought, debate and reflection. It is complemented by a monthly e-bulletin, *Your Network*.

Contributing to *The Networker*

If you have an idea that you think would be of interest to readers, or if you would like to comment on this issue of *The Networker*, please contact Jemma Ashman, Communications and Marketing Officer: jashman@bond.org.uk

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Member spotlight: The Vegan Society



Stock-free farming and plant-based diets offer substantial food security benefits to citizens of developing countries, and those affected by climate change. Vegan approaches to food can reduce strain on natural resources, slow climate change, lessen the risks of conflict over water and land, and make more food available. Vegan living avoids any exploitation of other animals for any purpose.

The Vegan Society offers knowledge of sound plant-based nutrition, vegan methods of agriculture and veganism to Bond partners. Our new CEO, Jasmijn de Boo, will respond to government consultations, liaise with key government departments and meet with politicians and international development and health professionals as we develop our Global Food Security programme. Our film short, 'Making the Connection' outlines these issues, and was

made in collaboration with stock-free growers, environmental advocates, politicians and nutrition experts.

The calorie needs of 3.5 billion humans could be met with the grain wasted by global animal farming. Which crops to grow where will depend on local climate and soil, and local food preferences. The Vegan Society links with other charities which advise on local crops for key nutrients.

We offer plant-based solutions to help everyone to secure their own food supply, protect their environment, and end exploitation of non-human animals.

For more information:
info@vegansociety.com
www.vegansociety.com

Network spotlight: Open Forum

Open Forum is a fully-participatory consultation process run by and for civil society organisations (CSOs) worldwide to define common CSO development effectiveness standards and enabling conditions.

Created following the recognition of CSOs as independent development actors at the Third High Level Forum on Aid Effectiveness in 2008, Open Forum runs until the Fourth High Level Forum in November 2011.

At the Global Assembly 2011 of the Open Forum, global civil society representatives achieved consensus on what guides their work as independent development actors by agreeing the International Framework for CSO Development Effectiveness. The framework consolidates the conclusions of some 80 national, regional and thematic consultations, multi-stakeholder exchanges, and two Global Assemblies facilitated by the Open Forum and involving thousands of CSOs worldwide. This inclusive national-to-global approach makes the International Framework a legitimate benchmark for organisations everywhere.

The framework focuses on a rights-based approach to development, the elimination of root causes of poverty and inequality, and long-term impact. It contains:

- 1 'Istanbul' Principles for CSO Development Effectiveness and Implementation Guidance
- 2 Statement on CSO Accountability
- 3 Critical Conditions for Enabling CSO Development Effectiveness: Government Policies and Practices

It has two related but independent purposes:

- 1 Provide key input for the Fourth High Level Forum in November 2011
- 2 Serve as a long-term reference for CSOs worldwide in their development work with the help of the accompanying Implementation and Advocacy Toolkits

Open Forum encourages CSOs to endorse the globally agreed standards of the International Framework and to advocate for its acknowledgement by governments towards the Fourth High Level Forum and beyond.



For more information:
info@cso-effectiveness.org
www.cso-effectiveness.org

Effectiveness programme: key dates

	Im-prove it Framework	Online self assessment
Oct-Nov 2011	First background papers on thematic areas of the framework completed	13 Bond members pilot revised version of the self assessment
Nov 2011 – March 2012	Development of pilot framework and testing with members	
Nov-Dec 2011		Feedback from the pilot incorporated into the design of the self assessment
Nov 2011 – Feb 2012	Consultation with members around ways of working	
Spring 2012		Launch of online self-assessment and resources
Late spring 2012	Launch of the online Im-Prove it Framework and manual	

Lyndall Stein joins as interim Chief Executive after Nick moves on

Lyndall Stein took up the post of interim Chief Executive in October saying that it will be "an honour to continue the excellent work Nick Roseveare has developed".

Lyndall brings a wealth of relevant skills and experience having worked in senior executive roles with many high profile organisations and several Bond members. Anna Feuchtwang, Chair of Bond, said, "I am thrilled that Bond has been able to attract someone of Lyndall's calibre. Nick is handing over a well-run organisation with highly motivated staff and Lyndall will make sure that Bond stays on track while his permanent replacement is found."

On Nick's contribution she said, "Nick's leadership of Bond has helped the



organisation to evolve and grow into one providing a strong voice, enhanced services, and clear direction for our sector. He leaves a tremendous legacy and we wish him all the very best in the future".

A permanent Chief Executive is currently being sought.

Nick stood down in July to become Chief Executive at Bond member MAG (Mines Advisory Group).

NGO tactics examined in new book

A new history of social movements examines the role of NGOs in winning change for the world's poor. Former Bond staff member Tim Gee's book *Counterpower* analyses the successes of campaigns in the global north in the context of what we can learn from movements in the global south. The key to success, he argues, is 'counterpower' – the ability of the 'have-nots' to resist the power of the 'haves'. Without it no major campaign has, or can, succeed.

Counterpower: Making Change Happen is published by New Internationalist.



New Bond publications

With the issue of growth firmly back on the agenda, a Bond discussion paper, supported by IDS, focuses on how growth could deliver inclusive and sustainable development: www.bond.org.uk/pages/growth-and-development.html

Get the latest guide to the EU institutions and how to influence them: www.bond.org.uk/pages/euinfluencing.html



• UK Aid Match will help back charity appeals supported by the British public © Simon Davis / DFID

UK Aid Match applications

UK Aid Match is DFID's new scheme to match public donations to NGO appeals focused on reducing poverty in the developing world. Applications will be assessed throughout the year, and the pilot of the scheme will run until June 2012. For more information:

www.dfid.org.uk/ukaidmatch

Bond events at the party conferences

Bond held fringe events at all three party conferences, providing a platform for each party to share their vision on international development and explain their contribution to the development debate. High profile speakers included Lord Ashdown, Baroness Kinnock and Secretary of State Andrew Mitchell.

For a round up of the party conferences: www.bond.org.uk/partyconferences2011

To find out more or to get engaged in work around the UK parliament or political parties, contact Elvira Kanichay, Bond Policy Coordinator: ekanichay@bond.org.uk



• Andrew Mitchell speaking at a Bond event in 2010 © Justin Tallis/Bond

Shared agendas, shared approach

International HIV/AIDS Alliance shares its response to the effectiveness and accountability agendas and explains why a sector-wide approach is needed.

It is heartening to see how much support there is for improving NGO effectiveness and accountability in the run up to the Fourth High Level Forum on Aid Effectiveness in South Korea. But how we, as a sector, respond to the complex agendas that these two overlapping concepts represent, is arguably one of the most pressing issues facing us today.

The International HIV/AIDS Alliance has been proactively engaged in these debates and discussions and, although we acknowledge we have a way to go, what we are doing is already showing signs of improving the work of our linking organisations and the community partners with whom they work.

Whose value counts?

The 'effectiveness agenda' is best represented by the increasingly strident demands on NGOs by donors to demonstrate their programming results or impact and to show the 'value for money' of their work. The 'accountability agenda' is closely related to these demands to show results but, right now, it is focused on calls for greater transparency of what and where NGOs spend their money and in the requirement for NGOs to publish their data according to the International Aid Transparency Initiative (IATI) standards:

The values and concepts behind these two agendas and the way they have been articulated represent an important set of challenges for NGOs – and indeed the development community in general. At the Alliance, like others¹, we believe it is vital that we critically engage with these agendas and make the case for a more holistic understanding of how development happens, that social change is emergent and that it very often can't be reduced to simple quantifiable 'results' that can be transparently published. However, we realise that we cannot only opt for a 'can't do' position. We need to find constructive ways of meeting the requirements that both of these agendas represent and to proactively make the case that NGOs are committed to being – and indeed are – effective and accountable. The two positions are not incompatible.

Promoting public effectiveness and accountability practices

At the Alliance we have invested in the implementation of a monitoring and reporting system that allows us to annually track our global coverage and reach and map this data in a way that can be presented both internally to our partners

"We need to make the case that NGOs are committed to being – and indeed are – effective and accountable."

to encourage learning and improve programme development and externally to our donors and other policymakers, so they can see the value of their investment².

Similarly, the work we have done to make our data IATI compatible and published has resulted in a better internal understanding of our funding flows and service delivery models and helped identify ways we could possibly rationalise our programmatic and reporting structure.

A community perspective on value for money

Although the Alliance has always strived to improve efficiency, our work on measuring value for money and a focus on actual country level costing analysis (generating both detailed data on unit costs for services to data as crude a cost per person reached) has highlighted significant differences in costs of similar service provision and provided a platform for quite robust programmatic and contextual discussions. However, our ability to generate reliable, fully loaded unit cost data is still weak and needs significant improvement (a situation which is probably shared by many NGOs).

The implementation of a number of value for money studies using an adapted form of Social Return on Investment methodology has also proved very useful in terms of helping us better understand the differential value of our programmes. Importantly, these values are generated from the perspective of beneficiary groups and as such often capture previously intangible or unmeasured positive (and indeed negative) outcomes and value from our interventions³.

Importantly this work has highlighted some significant evidence gaps to support the assertion that community based HIV/AIDS programming does represent a good investment for donors. Clearly, given that this is central to both the Alliance's mission and our strategy, we must do more to generate this evidence. The recent publication of an Investment Framework



• Children support group as part of the CHAHA project, India
© Nell Freeman for the Alliance



• Health education for young women, Senegal
© Nell Freeman for the Alliance

for HIV and AIDS⁴ which cites community mobilisation as a critical enabler of the HIV and AIDS response, has given us even greater impetus for our work in this area.

Mutual accountability – a partnership approach to increasing effectiveness

Unfortunately, as those of us who work in the evaluation field know, generating robust evidence is not always easy and often does not come cheap. At the Alliance, for example, we have implemented a large scale Randomised Control Trial to look at the impact of our community focused HIV prevention programmes in India. While the results were encouraging⁵ the experience was far from easy as we wrote up in a recent article in the Journal for Development Effectiveness⁶. Retreating to the 'typical' NGO approach of producing case studies or insufficiently robust evaluations, however, is not an option in this 'new' environment. We need to be serious about how we address these issues.

In this respect we feel that the effectiveness and accountability agendas are best addressed collectively. Generating evidence that community based interventions are effective, for example, is not something that is of interest only to the Alliance. A consortium type study involving a number of NGOs working on similar programmes in a range of contexts that looks at this question could both provide better evidence (since

the sample size and power could be increased) but could also be far more cost effective way of spending our scarce resources.

Similarly, the idea that each NGO needs to spend resources on developing bespoke monitoring and reporting systems to capture and present their work or make their data IATI compatible seems to be a significant waste of (normally unrestricted) resources. We should be far better at sharing systems and pooling resources so that we can release more money for programming on the ground.

Bond Effectiveness Programme

It is in this context that the work that Bond has initiated in this area around developing 'good enough' approaches to assessing NGO effectiveness and supporting NGOs to share examples of IATI requirements must be welcomed. The Bond effectiveness group, for example, provides a great forum for NGOs to share approaches and innovations (and there are a lot of good ideas out there!).

There is without doubt common ground amongst NGOs which can provide the potential for really enabling us to collectively make the most of the significant opportunities represented in the effectiveness and accountability agendas, while at the same time guarding against the dangers inherent in them.

“We should be far better at sharing systems and pooling resources so that we can release more money for programming on the ground.”

The Bond Effectiveness Programme is developing a common framework to help international development organisations measure the impact of their work, together with a tool for assessing organisational capacities to deliver effective work.

www.bond.org.uk/effectiveness

Written by Sam McPherson, Head of Planning Analysis and Learning team, International HIV/AIDS Alliance.

¹ See, for example, the big push forward initiative led IDS and others.

² <http://maps.aidsalliance.org>

³ Social Return on Investment: CHAHA Programme, India. The True Cost of Stigma: Evaluating the Social Return on Investment of the Stigma and Discrimination Component of the Alliance's Africa Regional Programme II

⁴ Towards an Improved Investment Approach for an Effective Response to HIV/AIDS, Lancet, June 2011

⁵ Community-based prevention leads to an increase in condom use and a reduction in sexually transmitted infections among men who have sex with men and female sex workers: the Frontiers Prevention Project evaluation results, August 2010

⁶ Journal of Development Effectiveness: Meeting the challenge of proving impact in Andhra Pradesh, India, December 2010

Lead by example

UK Aid Network outlines the aspirations for the Fourth High Level Forum on Aid Effectiveness and affirms that OECD donors must deliver on their commitments.

Paris Principles

The 2005 Paris Declaration on Aid Effectiveness committed signatories to five principles:

- 1 Ownership:** Partner countries exercise effective leadership over their development policies, and strategies and coordinate development actions.
- 2 Alignment:** Donors base their overall support on partner countries' national development strategies, institutions and procedures.
- 3 Harmonisation:** Donors' actions are more harmonised, transparent and collectively effective.
- 4 Managing for results:** Managing resources and improving decision-making for results.
- 5 Mutual accountability:** Donors and partners are accountable for development results.



“The UK government has an opportunity to play a crucial role in the emergence of an ambitious Busan agreement.”

Shaping the future of aid
UK NGO position paper

From 29 November to 1 December 2011, the aid community will gather in Busan, South Korea, for the OECD's Fourth High Level Forum on Aid Effectiveness.

This Forum will be used to reflect on international efforts to improve the effectiveness of aid; in particular it will review the achievements of the 2005 Paris Declaration and the 2008 Accra Agenda for Action, and build political momentum for global action to continue such efforts into the future.

Progress made but targets not met

The Paris Declaration, signed by over 100 OECD donors, developing country governments and international bodies, was informed by decades of development experience. It identified five overarching principles of effective aid – ownership, alignment, harmonisation, managing for results and mutual accountability – and outlined a range of actions and targets to give these principles practical application. Reform in such areas is critical; OECD donors deliver \$120 billion of aid annually, but studies suggest that unpredictability reduces the value of this aid by 15-20 per cent, tying by 15-40 per cent and fragmentation and mal-coordination by a further 3-6 per cent.

In many ways the Paris and Accra agreements have already made significant contributions to improving the development results of aid, and the UK is one of those donors who have done the most to implement their Paris Declaration and Accra Agenda for Action commitments. However, the evidence also shows that many of the commitments made in 2005 and 2008 are still far from being implemented; globally only one of Paris's 13 reform targets has been met and performance has barely improved since 2005 in six others. It is also increasingly recognised that additional

efforts are required to identify how these agreements could be better applied in conflict-affected and fragile states and other challenging contexts.

Busan offers renewed impetus

The 2011 Forum in Busan must therefore find a way to address such unfinished business, and realise the full development potential of the Paris and Accra reforms. However, growing interest in the role of non-traditional donors, for instance China and India, and new forms of development finance means that High Level Forum will also address a number of new issues, such as whether and how a Busan agreement can encourage emerging donors to reflect on and improve their own effectiveness.

This new agenda opens up a number of exciting opportunities, but also raises concerns that OECD donors are using this broader focus to move attention away from ambitious commitments of their own, and avoid political pressure to be accountable for previous agreements. There is a danger that focussing political energies on attracting new actors will lead to a watering down of existing commitments, where substantial progress is still urgently needed.

UK NGOs believe that the best way for OECD donors to encourage others to address challenges around their effectiveness as development actors is to use Busan to set an example by reaffirming and building on their own commitments to improve their effectiveness.

There is a need for the OECD donors to put the full realisation of the Paris Declaration and Accra Agenda for Action at the heart of an agreement, with an emphasis on those areas most neglected in implementation efforts to date.

Written by UK Aid Network: www.ukan.org.uk

The road to Busan

First High Level Forum on Harmonisation, Rome, Italy.
Agreement of the Rome Declaration

2003

Second High Level Forum on Aid Effectiveness, Paris, France. Agreement of the Paris Declaration on Aid Effectiveness

2005



"We will ensure that the Fourth High Level Forum on Aid Effectiveness in November 2011 transforms the way bilateral aid is delivered around the world."

Joint statement from UK Prime Minister David Cameron and US President Barack Obama

"It is vital that a Busan agreement guides how aid can achieve better development results."

Shaping the future of aid
UK NGO position paper

Bond and the UK Aid Network have published a UK NGOs position paper, *Shaping the future of aid*, which outlines the vision for the Fourth High Level Forum meeting in November 2011. In it, UK NGOs call for:

- A deadline for full implementation of the Paris Declaration and Accra Agenda for Action commitments
- Further concrete commitments in the most critical and neglected areas of aid reform, including:
 - managing for results
 - mutual accountability
 - aid transparency
 - broadening ownership and promoting gender equality
 - untying aid
 - using conditionality more responsibly
 - improving capacity building and predictability
- Commitment to, and guidance on, improving aid effectiveness in conflict-affected and fragile states and other challenging contexts
- An opportunity for new development actors to identify their effectiveness priorities, without weakening the main Busan agreement
- Agreement to establish an independent, transparent and participatory process for monitoring the implementation of the Busan agreement
- Endorsement of the "Istanbul Principles for CSO Development Effectiveness" and commitment of governments and donors to promote an enabling environment for CSOs

Read the full position paper:
www.bond.org.uk/futureofaid



Third High Level Forum on Aid Effectiveness, Accra, Ghana.
Agreement of the Accra Agenda for Action

2007

Deadline for Achievement of Paris Targets

2010

Fourth High Level Forum on Aid Effectiveness, Busan, South Korea
(29 November – 1 December 2011)

2011



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Rethinking our existence

What happens when an organisation realises that it's not living its values and principles? **Anna Feuchtwang** shares the EveryChild experience.

About three years ago, after yet another board discussion on how EveryChild could expand its reach so that more children around the world got the chance to grow up in a safe and caring family, some colleagues and I started a debate which dared to challenge our very existence. The conclusion we presented to the board was that our model and structure was incompatible with our mission.

A typical NGO structure

Like many other international non-governmental organisations (NGOs) we have a hierarchical structure with strategic decisions taken in the UK, approved by a board of British trustees which are then implemented through liaison offices overseas who deliver programmes directly in some cases and work through partners in others. Staff and partners contribute to strategic planning, we share information, we build participation and sustainability into our programmes. Standard practice and nothing wrong with any of it. Except that with an annual income of around £8 million we can only afford to work in 15 countries and only reach a fraction of the children who we estimate are living without the protection and support of families and communities. Not only that, but our structure and model directly contradict and undermine our values and principles.

“We see our role as an enabler to bring the voices of children and civil society organisations to the international arena.”

Turning our structure on its head

Like most international NGOs we don't want to just fund programmes that deliver services which might improve lives in the short-term – we want to contribute to societal change so that the lives of the children we care about are transformed for good. And when we asked ourselves what we thought our most effective contribution to change might be we realised that our structure was upside down. We decided to take the rhetoric of “empowerment” and “subsidiarity” to its logical conclusion and form a global alliance of national civil society organisations.

As a northern-based international NGO we recognise that the knowledge of the context, issues and successful interventions that can lead to positive long-lasting change for children without parental care sits with children themselves and the organisations that work with them directly. We see our role as an enabler to bring the voices of children and civil society organisations to the international arena. We recognise that we have a place to play in mobilising resources, advocating for change with our own government and internationally but that we are only a part of the picture.

What is needed is to bring organisations together, to learn from each other, improve practice and build a movement for change through shared experiences, research, policy development and advocacy, providing a global platform to enhance the work of civil society organisations and open up new opportunities for greater impact and influence.

Launch of a new international alliance

When we launch it in 2014, EveryChild will be one of the 15 or so founding members of a growing international alliance governed and owned by the members. We will continue to advocate in the UK for children around the world without parental care and will raise funds for the programmes delivered by other alliance members. But we won't have our “own” programmes, we won't have



• A child plays at an EveryChild-funded activity centre in India. EveryChild aims to reach many more children by working in partnership with like-minded organisations across the world © Chloe Hall/EveryChild

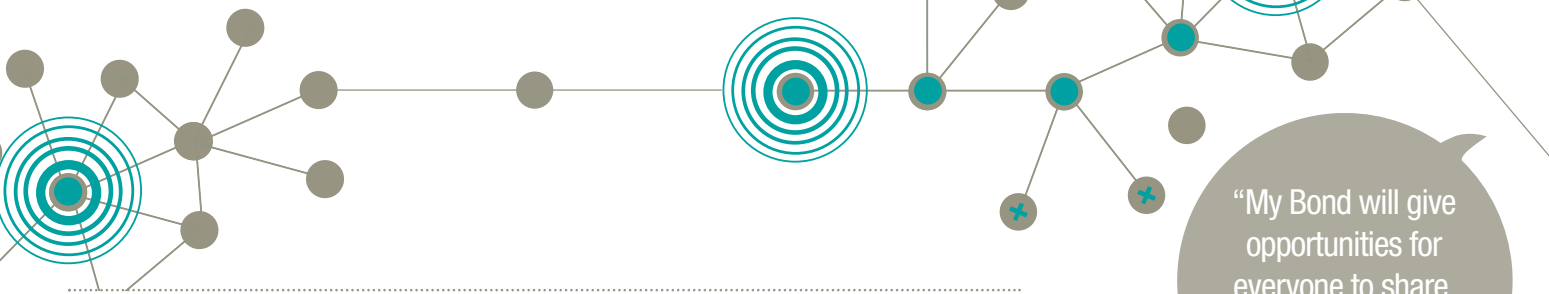
branch offices and we will no longer be making decisions in London on interventions and policies for working with children across the world.

This hasn't been an easy decision. We spent around 18 months thoroughly researching different models and learning from others' experience, and we are finding the transition just as challenging as we predicted.

But of all the changes I've been involved with in EveryChild and other organisations this one feels like the most radical and the most exciting. In November 2011, I took my seat around the table with peers from Ethiopia, Mexico, Brazil, South Africa, Guyana, India, Russia, Indonesia and Egypt to work out what kind of global governance structure we want, how we will work together and what to jointly campaign on. I can't wait.

Written by **Anna Feuchtwang**, Chief Executive at EveryChild. www.everychild.org

My Bond, your Bond



“My Bond will give opportunities for everyone to share, to connect and to work together.”

Julius Honnor charts the rise and rise of social networking and explains how a new online platform created by Bond will be a hub for collaboration, exchange and information.

In a world where Twitter is ubiquitous and Facebook is the new Big Brother, it can sometimes be forgotten that social networking, is, at its root, a democratising movement, a great clawing back of web content and web connections from the marketing departments of the few to the keyboards and touchscreens of the many.

Before MySpace and Facebook, web content was mostly written either by organisations or by bloggers. For a while blogging threatened to become mainstream but it never quite became the first thing most people thought of doing while waiting for a bus.

The extraordinary rise and rise of social networking is quite different in scale. Suddenly, in management speak, the world is p2p not b2p: person to person not business to person; no longer top-down but all along the level.

Social networking still evolving

This socialisation of the web has huge implications for the way we work and the way we think. Many of these are still being worked through. While some block Facebook in the workplace, for others viral marketing is a powerful new way of harnessing people power. And while for some Twitter is filled with pointless chatter, for others it's a powerful way of spreading messages.

In the private sector, the benefits of "Social Business Software" are beginning to be realised, with new business models emerging that are more fluid, more transparent, less formal, more collaborative.

Where these structures are nurtured, they can form self-organising and overlapping groupings of expertise and interest that encourage the sharing of experience, knowledge and good practice.

Such groupings might coalesce around EU aid policy, the way to build sand dams or the best stationery suppliers.

Old fashioned, static structures and inflexible working practices are, by contrast, unproductive. They tend to spiral inwards, creating silos within which good ideas flutter around like trapped moths.

Social networking for international development

In the international development sector, campaigning has been at the forefront of using social media tools creatively, often to great effect. Most medium to large non-governmental organisations now use social networking tools to communicate with their supporters, and generally use them very well.

Where we have been less successful as a sector thus far is in creating new models of networking and collaboration between ourselves.

A glance around the international development landscape shows disparate and largely disconnected groups using email or Google Groups or various pieces of decrepit and rusting software, or no software at all.

None do much to enhance effectiveness, productivity or knowledge sharing, especially across and between separate groups. Content and experience is lost in a complex maze of email and defunct systems.

My Bond – a new solution to connecting online

Bond, despite being a network, has not always been so good at networking, especially online: notions about the centre knowing better than the peripheries can be hard to shift. Lessons learnt in one area are too infrequently shared with others.

We hope that My Bond will change that, lowering the barriers to participation and creating a collaborative and engaging digital

hub for the international development sector. It will give opportunities for everyone to share, to connect and to work together.

My Bond will be a new platform for organisations, for individuals and for groups, to create, and to collaborate on, content. It will enable the integration of the sector's social media activity in one place, capturing the buzz and promoting the good work that is going on.

It will be a fascinating place to browse and to establish working relationships across offices and across oceans. It will look good and it will have all sorts of exciting new functionality that's intuitive and easy to use.

And all of this will be built on you: your work, your pleas for help, your insights, your ideas. We hope it will become the centrepiece of your sector, your Bond.

Written by **Julius Honnor**, Bond Online Content Editor.

My Bond: helping you connect online

My Bond will help people to talk to each other, collaborate, share thoughts, opinions, successes and failures, and hear what others are up to.

When is it happening?

October-December 2011:
My Bond development

January-March 2012:
testing and piloting

April-May 2012:
launch to all Bond members

To find out more or to take part in testing and piloting, email Julius Honnor: jhonor@bond.org.uk

Open and transparent

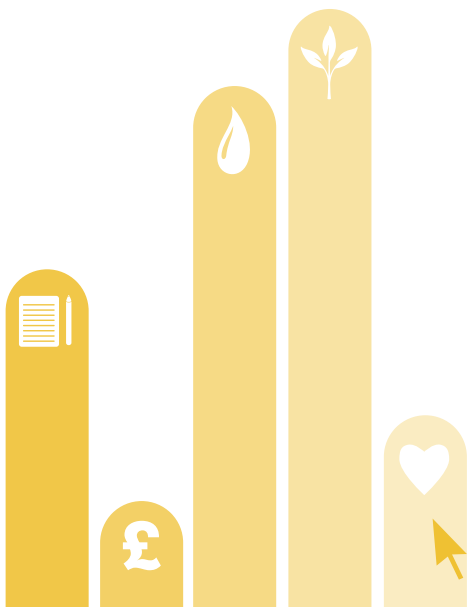
International development organisations are under increasing pressure to be more open and accessible in the programme information that they publish. **Joni Hillman** explains how the new Bond Transparency Programme will help.

Transparency is key to greater effectiveness and is vital to enabling organisations to be more accountable to their stakeholders – funders, supporters, the public, southern governments, partners and beneficiaries; it also enables NGOs to better demonstrate how they are improving their practice and performance.

Yet, initial Bond research suggests that very few organisations are consistently and coherently publishing information on their programmes or their performance. For example, a survey of Bond member websites found that only 35 per cent of agencies which had a DFID PPA in 2008-11 have published their final evaluation online.

A commitment to transparency

Improving transparency is a principle feature of the coalition government's development rhetoric; the UK Aid Transparency Guarantee commits DFID to publishing all of its programme information online and to comply with the IATI Standard. DFID was the first donor to start publishing its data in an IATI-compliant format and expects the same rigour from its grantees; from April 2012, NGOs receiving DFID funding must show progress towards compliance with the IATI Standard themselves.



Supporting our members to be IATI-compliant is one of two strands of the Bond Transparency Programme. This year we will work closely with organisations with PPA, Global Poverty Action Fund and Civil Society Challenge Fund funding to ensure they have access to the right technical support and resources to meet IATI requirements and that they are able to come together to learn from each other, share experience and raise issues. Bond is working with both DFID and the IATI Technical Advisory Group to match the needs of organisations with existing resources and support and, where there are gaps, collaborating to provide what is needed.

The second strand of the programme looks at transparency more broadly, particularly at how it can drive NGO effectiveness. Transparency is being incorporated into the tools emerging from the Bond Effectiveness Programme, namely the effectiveness self-assessment tool currently being piloted, and the Im-Prove It Framework. Bond will also begin monitoring the quantity and quality of information being published by our members and using this information as an indicator of levels of transparency in the sector, specifically project-level data (such as geographic location, funders, objectives and partners) and performance information, such as evaluations and management responses.

This programme provides an excellent opportunity for Bond members to reflect on their practice and explore some of the internal barriers to greater transparency that can exist within NGOs. We will also look at the role of leadership and the importance of commitment to transparency at the highest level.

Visualising our reach and impact

Taking inspiration from our sister network in the US, InterAction, who have started mapping where their members are working on www.ngoaidmap.org, Bond will start pulling together project-level data from our members and translating it into visual tools, demonstrating the uses of more transparent information. A range of audiences will be able to see the reach that UK NGOs have, the diverse areas of work we undertake and, most importantly, the impact we have.

“Initial Bond research suggests that very few organisations are consistently and coherently publishing information on their programmes or their performance.”

What is IATI?

IATI (International Aid Transparency Initiative) emerged from the transparency principles agreed as part of the Paris Declaration on Aid Effectiveness in 2005, with the Standard being agreed in February 2011. This process brought together donor country governments, developing country governments, NGOs and aid data experts to find a way to make information about aid spending easier to find, use and compare.

The IATI Standard provides a common way of publishing data on aid flows by asking aid and development actors to provide standard information in an agreed format and publishing this information in a central registry, where it can be easily accessed by researchers and analysts.

www.aidtransparency.net

What is the Bond Transparency Programme?

The programme will support UK NGOs to comply with the IATI (International Aid Transparency Initiative) Standard and, working closely with the Bond Effectiveness Programme, place increased transparency at the heart of effective NGOs, encouraging organisations to publish more and better information about their work and performance, as well as championing best practice in the sector.

www.bond.org.uk/transparency

Written by **Joni Hillman**, Donor Advocacy Officer, Bond

For more information on the Bond Transparency Programme and the Bond Effectiveness Programme: www.bond.org.uk/transparency www.bond.org.uk/effectiveness

Crunch time for the G20

Joanna Rea, Bond International Advocacy Officer, outlines why the G20 Summit in November is important for international development.



The G20 is made up of the finance ministers and central bank governors of 19 countries and the European Union:

Argentina	Italy
Australia	Japan
Brazil	Mexico
Canada	Russia
China	Saudi Arabia
European Union	South Africa
France	Republic of Korea
Germany	Turkey
India	United Kingdom
Indonesia	United States of America

The G20 is back in crisis mode. With another global financial crisis on the horizon, precipitated in part by the economic crisis in Europe, the efforts of G20 negotiators and leaders are focused on averting another global recession.

While the French government is keen to make progress on a number of their priority issues, the global economy is likely to dominate the agenda and outcomes of the G20 summit in Cannes on 3-4 November.

Alongside this work, the Cannes G20 summit is likely to be important for development in a number of ways:

- 1 **The overall agenda and policy prescriptions of the G20** have a direct impact on developing countries as well as the policy and practice of donor countries. Emerging economies within the G20 are also shaping the G20's vision and priorities for development, and the nature of its engagement with low income countries.
- 2 **The G20 development working group** will present a progress report on its first year. It has been acknowledged that the workplan of this group was too ambitious and there is desire to now focus on three core streams. Priority areas of work have been identified as:
 - infrastructure
 - food security
 - social protection

It is also clear that no consensus has emerged within the working group, or the G20 itself, about its core competence in relation to development.

- 3 **Bill Gates will present his report on financing for development** to G20 Leaders. The report will discuss both 'traditional' source of financing, such as Official Development Assistance (ODA), as well as innovative sources of financing such as the Financial Transaction tax. 48 civil society organisations from 14 countries participated in consultations with the Bill and Melinda Gates Foundation on this report, highlighting their priorities in terms of financing for development.
- 4 **Prime Minister David Cameron will present a set of recommendations on global governance** directly to the Leaders group at the Cannes Summit and recommendation will consider issues such as outreach with non-G20 countries, particularly developing countries, as well as linkages with other international processes such the COP 18 and Rio+20.

The full text of all official G20 meeting communiqués can be found at: www.g20-g8.com

For more information on Bond work toward the G20, contact Joanna Rea: jrea@bond.org.uk
+44 (0) 20 7520 0255

"It's not just about economics, it's also about people... we must not forget that we are dealing not with statistics, not with theories, but actual people's lives."

G20 finance and development ministers met for the first time in September 2011 on the sidelines of the annual meetings of the World Bank and IMF to "address development challenges as part of the global economic agenda".

They endorsed the work of the G20 development working group, with a focus on the areas of food security and infrastructure.

The ministers also committed the G20 to "continue its work to promote a strong, balanced and sustainable growth, to narrow gaps in levels of prosperity, to foster a shared and inclusive growth, to further reduce poverty, promote gender equality and contribute to job creation".

Coalition is king

Campaigning for International Justice, a new report by Brendan Cox, Director of Policy and Advocacy at Save the Children UK, is an important resource and building block for improving future campaigning.

In an excerpt edited by Glen Tarman, Bond Head of Policy and Advocacy, Cox passionately argues that coalitions are key to successful campaigns even if, and often because, they often involve compromise.

The international development movement has been one of the most successful movements in the world, creating truly great campaigns and changing the daily lives of millions of people. However, in the last five years the sector has been unable to replicate the scale of previous successes.

This is due in part to a change in the international context, but it is also because the sector has become increasingly bad at learning the right lessons from its past successes.

The most apparent lesson is that coalition is king. The most successful campaigns are all coalitions – and generally big ones. In some ways, this is obvious. However, despite the clear evidence of their potential, effective coalition campaigns are harder to form by civil society because of their high transaction costs, the growing need for clear attribution and organisational differentiation, and the fact that many non-governmental organisations (NGOs) are now internal coalitions.

At a time when the ambition of civil society is growing, this is a major constraint that needs leadership to overcome.

Of course, it is not just the presence of a coalition that matters – the nature of it is also important.

A key consideration to ensuring effective coalitions is their structure. The structure of a campaign is one of the key determinants for how campaigns evolve and the tensions they produce. It is also clear that the characteristics of certain structures make them more suited to certain types of campaign.

Linked to this concept of structures is the question of leadership in coalitions. The tension is obvious: good leadership requires significant empowerment of an individual to set direction, make judgments and take considered risks. Traditional coalitions, on the other hand, are generally defined by joint work, diffuse decision-making and compromise.

While far from ideal, case studies show that "internal" leadership may need to be



"The most successful campaigns are all coalitions – and generally big ones."

• *International Campaign to Ban Landmines: national coalitions joined an overarching central campaign that was responsible for the overall direction*

compromised in some cases in order to keep the coalition together and ensure ownership over decision-making. However, external leadership – presenting a clear voice to the public and targets – must not be sacrificed if the campaign wishes to keep control of its message.

While structures and leadership are important, what makes or breaks most campaigns is the political strategy underlying it. Those campaigns that decided their ask irrespective of strategy or ability to motivate a constituency were much less effective.

While strategic considerations are obviously the most critical, key tactical judgments also play a major role in campaign success. High among these are decisions over branding. From the evidence of the campaigns studied, it is clear that the creation of a unified campaign brand helps the campaign have real impact, particularly in the case of mass mobilisation campaigns. Despite this evidence, civil society is increasingly averse to creating jointly branded campaigns, primarily due to concerns over individual brand visibility. It will take renewed leadership from the major players in the movement if joint campaign brands are to be built.

Related opportunities to nurture future effective campaigns:

- **Renewed commitment:** NGOs should use the current opportunity to review their collaborations and the added value they provide. Doing this effectively will require strong leadership from within the international NGOs in particular
- **Incentive structure:** The broader balance of incentives needs to change to encourage effective collaboration.
- **New types of collaboration:** The sector has recently tried to navigate tensions by creating looser and looser structures that have failed to deliver the impact they aimed for. An alternative is for organisations to create a standing structure that brings them together on a regular basis around key opportunities.

Campaigning for International Justice is available on the Bond website and will contribute to future campaigning discussions: www.bond.org.uk/pages/campaigning-for-international-justice.html

For more information about related conversations in spaces such as the Bond Advocacy Leadership Forum, Bond Campaigning Coordination Team and Bond Policy and Lobbying Group contact: advocacy@bond.org.uk



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Together for One World

One World Action has announced its closure after 22 years dedicated to improving the lives of women and men worldwide. **Hannah Davies** shares some insights and highlights.

For over 20 years, One World Action has trail-blazed feminist development – tackling the root causes of poverty and inequality. As a result millions of women and men across Africa, Asia and Latin America are now better off and speaking out, and their lives and societies have improved. The role and potential impact of women's political participation is now acknowledged. One World Action's work illustrates that as women organise and as momentum grows their voices get heard more widely and act as a catalyst for wider change – within communities and throughout society.



• Angola, Luanda collecting water
© One World Action

Why One World Action is closing

At the end of March 2011, the majority of One World Action's project funding – from institutional donors such as DFID and Irish Aid – ended. The remaining income, from a combination of funded projects in Africa and Asia and regular donations, was not sufficient to cover the costs of running the organisation. In July, our trustees made the extremely difficult decision to close, deciding that this was the best and most responsible option to avoid insolvency, to preserve the remaining few projects and to give staff enough time to protect the legacy of the organisation's 22 years.

Our work will continue

Over the past few months, we have realised that keeping One World Action going was not the only way to keep the work going. Active programmes of work are being taken on by either Womankind Worldwide or by

their partners. Politically, One World Action's approach was to build the capacity of partners and to make aid more effective so the fact there is now more money available in the south and that donors are increasingly open to partners managing funds themselves is testament to our success.

Outputs over impact

One World Action always chose to work with emerging women's groups and people's movements who are often more political and vulnerable. There are no quick fixes to tackling entrenched poverty and inequality, and across the sector there are concerns that the politically-led focus on short term outputs over longer term impact is leading to donors withdrawing support from the types of programmes One World Action pioneered, such as preventing violence against women and tackling caste discrimination.

The sector needs smaller NGOs

Although the work of larger agencies should be celebrated, support to smaller non-traditional agencies needs to be protected in these more challenging times. By pushing the boundaries of development discourse, by working in partnership and promoting social justice in countries that are not security priorities for the UK government, organisations like One World Action have done a great deal to empower the most excluded women and men, wherever they are.



• Fatima Cabanag, Urban Poor Women's leader, Manila, Philippines © One World Action

“We need to find ways to share our limited resources and to avoid duplication.”



• Sarah Paralegal, Nyarugusu refugee camp
© One World Action

Greater collaboration is needed

It is sad that One World Action is closing but by doing so in a positive and responsible way we provide valuable lessons across our sector. The closure of such a valued and influential agency makes us all aware that new strategies must be developed – particularly if smaller agencies are to survive – and we need to find ways to share our limited resources and to avoid duplication. It is now the collective responsibility of all Bond members to ensure that One World Action's approach in championing women's rights and putting politics at the heart of development continues.

Bond Small NGOs Group

The Small NGOs Group organises events specifically designed for small Bond member organisations. They typically feature presentations from leading specialists, participatory workshops, and networking opportunities.

For more information email Boris Wolf:
bwolf@bond.org.uk

On the up

What do UK trusts and foundations contribute to international work? New research suggests that it is all about growth and change.

In a fast-changing global political and economic environment, what has been happening to private funding for international development in the UK?

The peak year for total international philanthropy was 2007, according to the US Hudson Institute, representing the culmination of a steady rise from 2003 onwards. But there is evidence to suggest that 2007, the heady year of spending before the recession and the subsequent period of economic turbulence, was the peak year for most private giving¹.

The government has, amidst its sea of expenditure cuts, protected funding for international development. So what has been happening within private philanthropy? This article provides some early findings from new research on the contribution of private UK trusts and foundations to funding international development and related activities², commissioned by the Nuffield, Baring and Paul Hamlyn Foundations. It updates their earlier report, *Going Global*, published in June 2007.

The full research will be published later this autumn, providing updated figures for the amount of funding, as well as some new information on the distribution of funder interests by region, topic and beneficiary, and including a review of some trends in the way international funders are shaping their international programmes.

Level of interest amongst private trusts

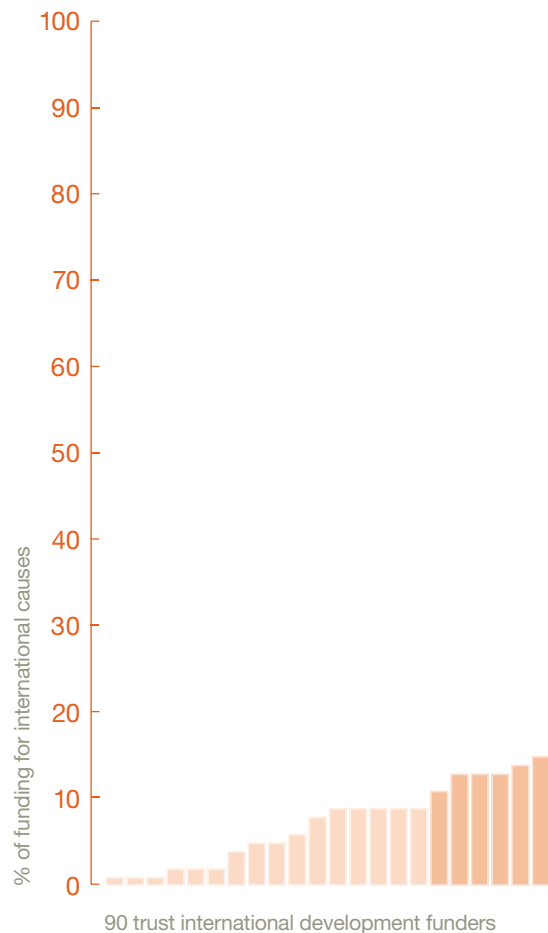
Results indicate that overall private trust funding for international development and related issues is fairly substantial. Interest in international funding has continued to grow, and a number of new trusts which fund internationally have emerged, including the Children's Investment Fund Foundation (CIFF), The Waterloo Foundation, The Ashmore Foundation and the Kusuma Trust UK. The results of the current study show that international development and related causes is an important funding theme within the largest UK charitable grantmaking trusts, as well as many of the smaller ones. They indicate that at least 90 trusts are providing funding above £50k in this area, a larger number than had been thought. In fact,

they represent almost three-quarters of the total income value of all grantmaking trusts in the UK, showing the bias towards the larger trusts.

Priority given to international development funding

But while international development funding clearly occupies a distinct place in the funding programmes of many of the UK's major trusts, how important is it compared with other areas of work? The research has found that there is a very wide range in the proportion of funding dedicated to international development. Some trusts are devoted wholly to international working, while others include a very small international element within a generic funding programme.

The graph opposite illustrates the percentage of funding dedicated to international development and related work across the funder population. There is a large cluster of funders at the top end of the range for whom international funding represents all, or almost all, of their funding. The average proportion of funding dedicated to it by funder was 45 per cent. This figure reveals that international development tends to have a fairly high priority amongst supporters, though the proportion of all UK trust funding devoted to international causes is much smaller.



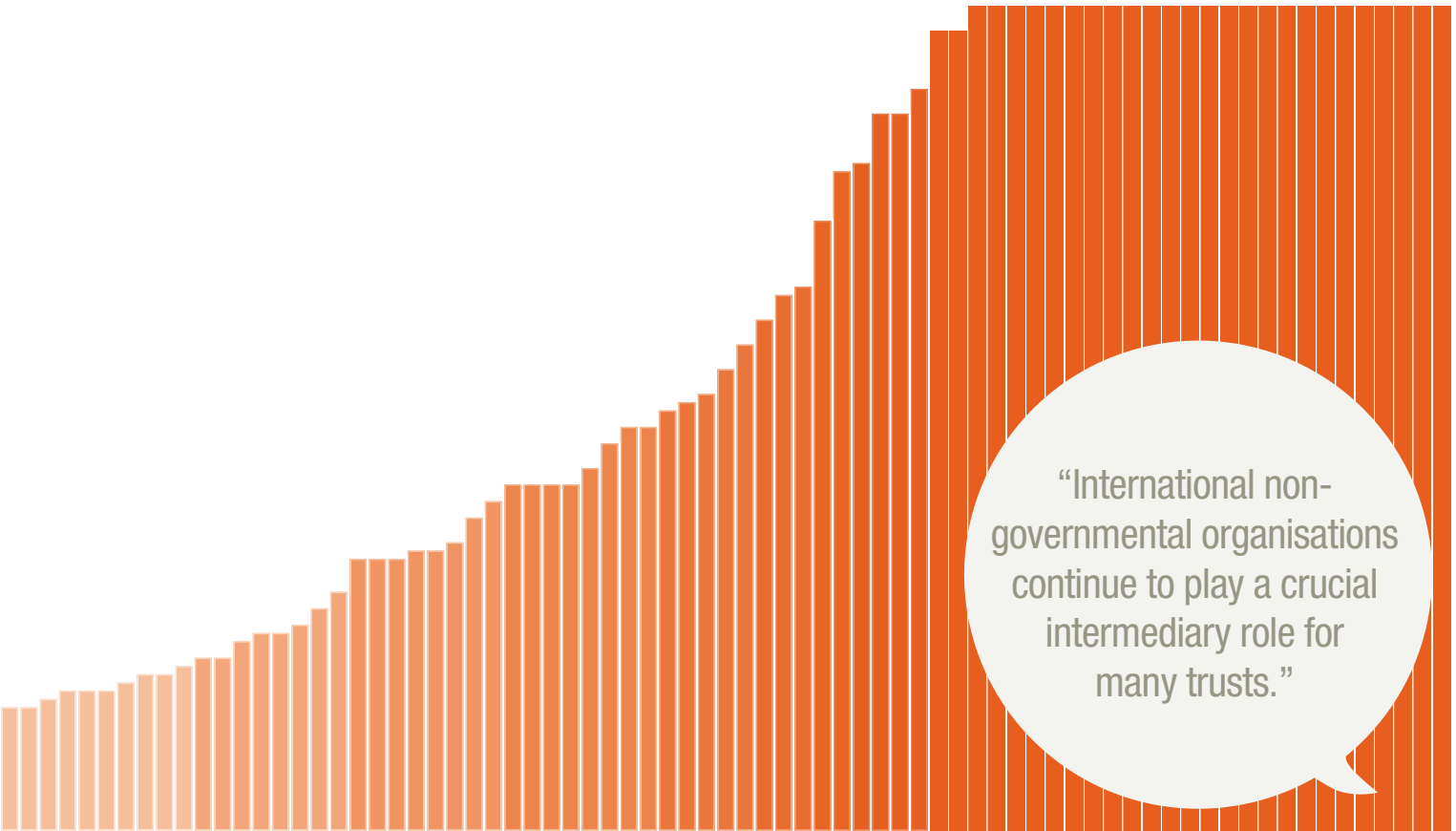
What do private trusts fund?

The research drew on published reports and accounts for its data, and the amount of detail given on where and what trusts fund is highly variable. Analysing available data, however, the research has found that trusts' interests in international activities are extremely diverse, and that they are funding a wide and ever-growing range of subject areas.

In spite of diversity, however, certain topics attract considerably more funders than others, and health care and formal education are amongst the most common priorities. Newer areas of funding, however, such as utilities and infrastructure attract nine per cent of funders.



• Formal education is amongst the most common priorities for funders © Alida Vanni



There is growing interest in topics such as climate change and sustainable agricultural development, but the challenge for trust funders is that such new areas have to compete for their limited, and currently shrinking, grantmaking pots. Some funders, like the Waterloo Foundation have a separate Environmental Fund in addition to their international grants fund.

Trusts also stretch their funding over a wide geographical area, covering all the main developing country regions. Not surprisingly, funding is unevenly spread between regions, with Africa and Asia attracting the highest numbers of funders; it is also unevenly spread within regions with, for example, West Africa attracting less than East Africa but still getting support from 10 per cent of funders, while emerging causes in Eastern Europe have attracted eight per cent of funders.

How trusts work in international development

Building expertise where there is such a breadth of interest in the international arena remains a challenge for trusts, and one which is only growing as interest in, and concern for, global issues expands.

International non-governmental organisations continue to play a crucial intermediary role for many trusts in channelling international development funding. It may also mean, however, that trust funders themselves are less engaged in ways which would build their knowledge, help develop the field more

generally, and raise awareness of needs amongst other funders. Several trusts would welcome more opportunities to develop their expertise of particular issues and regions, and how NGOs can make effective interventions. There is a trend for some of the more recently established private international funders to specialise in particular areas, as a way of increasing their impact, such as the examples of CIFF and the Kusuma Trust (UK).

More developments following the model of the Africa interest group, or the debate on the changing situation in India in relation to the non-governmental organisation role, which the Paul Hamlyn Foundation has initiated, could play a useful role. Partnerships which increase leverage for change on the ground through strengthening links between funders, intermediary organisations and local resources, such as the Worldwide Palliative Care Alliance, and the European Foundations Initiative for Neglected Tropical Diseases which aims to strengthen African research capacity in neglected tropical diseases, in which Nuffield participates, are likely to grow in appeal.

Written by **Cathy Pharoah**, Co-Director, Centre for Charitable Giving and Philanthropy, Cass Business School.

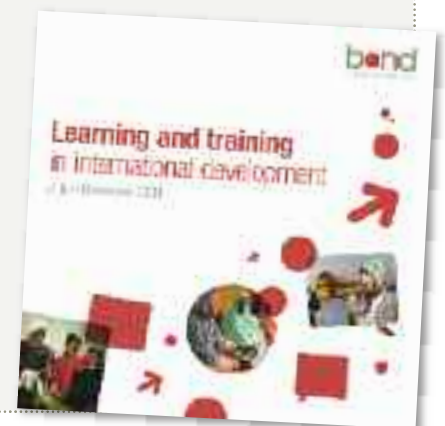
This research is being carried out by **Cathy Pharoah** and **Lynda Bryant**, CGAP, Cass Business School, and is due to publish later this Autumn.

Bond training in trusts and foundations fundraising

If you want to develop the skills and techniques needed for successful high-value fundraising, this two-day course will teach you all you need to know. *Fundraising from Trusts and Foundations* next runs on 22-23 November.

For more details and for all Bond courses:

www.bond.org.uk/learn
020 7520 0242



¹ Pharoah, C. (2011) Charity Market Monitor 2011. CaritasData. London

² International development is used in the report to refer generically to activities in developing countries and emerging economies encompassing growth, governance, health, education, gender, disaster relief, humanitarian aid, infrastructure, rights, economic and environmental sustainability, and associated research.

Donors and NGOs respond to Cambodia crackdown

As Cambodia's government closes space for civil society and curtails free expression, development partners find cause for pause. Cambodian human rights organisation LICADHO explains.

"The abuses are now so apparent that they are difficult for donors and development partners to ignore."



• Venerable Loun Sovath joins the Prey Lang Community protests in Phnom Penh in June 2011 © LICADHO

Over the past two years, civil society organisations (CSOs) have documented escalating government restraints on free expression in Cambodia. Now CSOs report that government interference has reached a crisis point, to the degree that development partners can no longer ignore the crackdown.

Intimidation occurs almost daily

Recently, the internationally recognised Buddhist monk Venerable Loun Sovath was banned from all pagodas in Phnom Penh and Siem Reap province. Religious authorities claimed that he had violated Buddhist law when he joined villagers in a peaceful demonstration against the destruction of Prey Lang forest. But other monks indicated that his exile was the result of government pressure to stop his work to support land communities.

In July 2011, Phnom Penh authorities told activists protesting evictions near Boeung Kak Lake that they could not meet or discuss their circumstances with outsiders without permission. In September, a former Boeung Kak resident was badly beaten by police during a protest.

In August, the non-governmental organisation (NGO) Sahmakum Teang Tnaut, was suspended by the Ministry of the Interior after publishing a report that highlighted the government's systematic under-compensation for families displaced by the Cambodian Railways Rehabilitation project.

The NGO was monitoring resettlement impacts funded by the Asian Development Bank and AUSAID.

The Ministry of the Interior initially said that the suspension was due Sahmakum Teang Tnaut's failure to meet administrative demands. But weeks later, 130 CSOs signed a letter in support of the NGO, noting that the suspension lacked any legal basis. The Ministry of the Interior backtracked, saying the suspension came because Sahmakum Teang Tnaut had "incited" Cambodians to oppose the government's development programme. The same month, three other CSOs associated with promoting social justice on the railway project were also threatened, again based on incitement allegations.

"Incitement" allegations increasing

The use of "incitement" allegations – which imply liability for incitement under the criminal code – is increasing. In September, authorities in Kampong Thom broke up a peaceful training session on forest protection claiming it would "incite" villagers against a Vietnamese rubber company clearing thousands of hectares of forest.

This emerging "incitement" meme is telling; it highlights the government's belief that Cambodia's development model is somehow threatened by a vibrant civil society.

They paint CSOs, who often take up the cause of communities who have been stripped of their livelihoods, as being quarrelsome – as if they oppose development simply for the sake of being argumentative.

Donors and development partners find their voice

Ironically, Cambodia's clumsy effort to "promote development" through this crackdown appears to be having the opposite effect; the abuses are now so apparent that they are difficult for donors and development partners to ignore. After over a year of protests by Boeung Kak evictees – whose peaceful demonstrations were increasingly met with violent security responses – the World Bank declared that it would cease new loans pending a fair settlement. Days later, the Cambodian

government announced a credible settlement plan (though the fair implementation of this plan by municipal authorities is now in serious doubt).

Donors are also questioning Cambodia's plans to enact a Law on Associations and NGOs, early drafts of which appear aimed at placing CSOs under government control. USAID's Cambodia Mission Director, Flynn Fuller, suggested at a Government Donor Coordination Committee meeting in April that "justifying increased assistance to Cambodia will become very difficult in the face of shrinking space for civil society to function." In August, Cambodia unexpectedly postponed a major donor cooperation forum, which had been scheduled for November.

Meanwhile, more development partners are pulling back and stepping up. In September, EU Charge d'Affairs Rafael Dochao Moreno indicated that the EU has contemplated withdrawing tariff-free status for imports associated with projects linked to forced evictions and human rights violations. More interestingly, two Chinese companies – including state-owned China Southern Power Grid – held off on Cambodian development projects, including a controversial dam project, in response to public pressure.

It is unclear whether Cambodia and its development model are facing a new day, but two things appear certain: civil society will continue documenting Cambodia's closure of social space, and development partners will have increasing difficulty ignoring it.

Written by Naly Pilorge, Director of LICADHO.
director@licadho-cambodia.org

LICADHO is a national Cambodian human rights organisation which has been at the forefront of efforts to protect civil and political and economic and social rights in Cambodia and to promote respect for them by the Cambodian government and institutions.

www.licadho-cambodia.org



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Conflict at Busan

What does the upcoming High Level Forum on Aid Effectiveness have to offer in the context of conflict-affected and fragile states? The Bond Conflict Policy Group outline the latest ideas.

The 2011 World Development Report confirmed that conflict represents one of the greatest challenges to international development today. Despite years of aid, no low income 'fragile state' is likely to meet a single Millennium Development Goal (MDG) by 2015.

Yet the particular challenges posed by conflict and political fragility did not figure prominently in the aid effectiveness agenda articulated at Rome, Paris or Accra. Draft proposals now being prepared ahead of the next High Level Forum on Aid Effectiveness in November 2011 do include ideas on how to make aid work better in fragile contexts but how strong these commitments will be remains unclear.

A 'new deal' for fragile states

The big idea is a proposed 'new deal' for international engagement in fragile states. This new deal has many promising aspects, not least that it is largely the initiative of the governments of a group of fragile states themselves – the so-called 'G7+'.

The new deal's first pillar is a recognition that, in fragile states, interim 'peacebuilding and statebuilding goals' are needed to address the issues that underlie conflict and impede progress towards the MDGs. These goals centre on the need for legitimate politics as well as security, justice, jobs and basic services for all.

The second leg of the new deal concentrates on developing 'country-led and owned' pathways out of fragility. Using the peacebuilding and statebuilding goals as a guide, 'fragility assessments' would inform 'national visions' for a transition from fragility which would in turn form the basis for compacts between national and international partners.

Finally, the new deal addresses itself to the way aid is delivered – focusing on nationally-owned systems to promote transparency, using country systems to deliver greater accountability and oversight and using aid to strengthen state capacities.

All of this is – to a large degree – welcome. But it is unlikely to make aid any more effective in addressing the conflict or political fragility that impedes development in fragile states.

Learning from past experiences

The problem is what is not in the new deal and is something well illustrated by the experience of the UN Peacebuilding Commission negotiating strategic frameworks with Burundi and Sierra Leone.¹

During these negotiations there was a tendency from both national governments and their international backers to neglect root causes of conflict linked to political exclusion and governance. The national governments instead saw the process as an opportunity to lobby for increased general development funding rather than focusing on thorny but crucial issues such as corruption or the deliberate marginalisation of some sections of their populations.

Inevitably the 'new deal' being proposed for Busan centres on the role of governments. But in countries emerging from conflict, government is typically dominated by the 'victors' with 'defeated' factions and sections of the population not aligned to the government often excluded. At times, this may even run to governments perpetrating or allowing human rights abuses and breaches of International Humanitarian Law. In any case, lasting peace needs pluralistic societies that practice inclusive, democratic politics.

So the way aid is planned, delivered and overseen in fragile states needs to be set up to ensure that all actors with a stake in a country's future are able to engage with the process – not just national governments and their international partners. But it is precisely the kind of elements that would ensure aid plays a role in improving state-society relations and empowering citizens to hold their governments to account that are currently missing from or weak in the proposals.

True 'partnership' implies roles and responsibilities for everyone involved. The new deal currently contains some welcome – perhaps even overdue – commitments for the international community. The remaining weeks before Busan must see the new deal evolve to also reflect the responsibilities of governments in fragile states and ensure that aid enables all members of society to have a say in how their countries are run.



© Siegfried Modola

Influencing decision-makers through Bond

The Bond Conflict Policy Group has been facilitating a process of dialogue amongst Bond members and with DFID to influence thinking around how to address conflict and fragility at Busan. We recently met with Andrew Mitchell, the Secretary of State for International Development, to share our views. We now have a window of opportunity until late-November to influence the outcomes at Busan. Join the Conflict Policy Group to get engaged.

Written by **Tom Donnelly**, Saferworld, and **Howard Mollett**, CARE International UK, members of the Bond Conflict Policy Group.

To join the group: groups@bond.org.uk

The Conflict Policy Group and UK Aid Network have published a joint statement ahead of the High Level Forum in November. The key asks are:

- Align first and foremost with the poor and marginalised
- Align only with governments that pursue peace and human rights
- Be accountable to the poor and marginalised rather than to abusive governments
- Ensure aid reinforces pluralism
- Use only realistic timeframes and focus on the right mix of results to make aid more effective
- Ensure progress on sensitive issues

To read the full statement: bit.ly/ruCALV

¹ *Consolidating the Peace?* Views from Sierra Leone and Burundi on the United Nations Peacebuilding Commission report by CARE, Action Aid and CAFOD – <http://reliefweb.int/node/23436>

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29-30 November

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6 December

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13-14 December

Project planning using a logical framework approach

18-19 January

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24-25 January

Monitoring and evaluation for accountability

31 January

Building better north/south partnerships

9 February

“Really great – I’ve filled in all my gaps in knowledge and I’m ready to use my new understanding and influence the EU budget.”

James Edleston, British Youth Council on the *EU corridors of power* course

“The trainer kept a complex topic fairly simple and easy to understand. The institution should benefit from the course.”

George Kunnath, Westminster Foundation for Democracy on an in-house training course



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Promising the Earth

After 20 years since the first Rio Earth Summit, world governments will reconvene in June 2012 to evaluate progress and give direction to the world's future sustainable development agenda. The Bond Development and Environment Group explains its importance for NGOs and civil society.

“For the impacts of this summit to have a wide political reach, and if it is really to help shift our economies to a fairer and more sustainable footing, civil society needs to be actively involved.”

With its focus on green economy and institutional frameworks, the actual outcomes sought from the 2012 Summit are still in the process of being decided. Northern and southern civil society submissions to the preparatory process so far though have widely pressed the importance of positioning poverty alleviation at the heart of any vision or development goals agreed there.

Decisions made at the summit could potentially have a wide reaching impact on the development sector. An outcome of the summit proposed by the Colombian and Guatemalan governments is that a set of universally applied sustainable development goals is agreed. Unlike the Millennium Development Goals (MDGs) these would not just apply to developing countries. If this approach achieves wider support it could result in the summit playing a significant role in shaping the post MDG framework.

The green economy

The summit's focus also positions it as central to shaping the growing discourse on the green economy, and how the concept is interpreted and applied by governments and international institutions. Interest in green economics has evolved based on increased understanding that as population and consumption grows, and pressure on limited environmental resources increases, it is necessary to move towards a low carbon and resource efficient economy. Greening the

economy also has good potential to help eradicate poverty, but achieving that depends on how the vision of 'green economy' is understood and pursued. The wide variation in interpretations of the term, from a focus on green growth, perceived by many southern civil society organisations to risk neglecting poverty and equity, to a vision that puts social equity at the heart of the definition, means there is real work to be done on agreeing the scope of the concept to shape the future direction of global development.

Summit needs NGO engagement

What is clear already though is that if the impacts of this summit are to have a wide political reach, and if it is really to help shift our economies to a fairer and more sustainable footing, civil society needs to be actively involved in both the preparation for the summit and in its follow-up and implementation. It is important, therefore, that NGO's not engaged in managing environmental problems do not misconstrue the summit as not relevant to their objectives.

Facilitating dialogue between NGOs

Over the coming months leading up to the summit, a series of preparatory meetings, along with the UN's publication of a Zero draft outcomes document, will provide the framework for advocacy activities for global civil society. To support UK NGO engagement, Stakeholder Forum for a Sustainable Future is convening a Bond Development and Environment Group sub-group on Rio+20 to provide a forum for dialogue amongst NGOs and between NGOs and UK government decision-makers.

For more information on the summit:
www.earthsummit2012.org

If you're interested in joining Bond Development and Environment Group sub-group on Rio+20 please contact Kate Munro or Kirsty Schneeberger:
kate.munro@iied.org
kirstys@stakeholderforum.org



Viewpoint

WWF sees the Rio+20 conference as an important opportunity, both to get some specific changes agreed, and to focus attention on the environmental challenges that are already undermining our economy as well as our future security.



WWF is focusing on the theme of “water, energy, and food security” for Rio+20. Long-term food, water and energy security are entirely contingent on the sustainable management of the world's natural capital. Rio+20 needs to deliver a significant improvement in the management of natural capital at global, national and local levels in order to address crises linked to food, water and energy insecurity.

The state of the world's people and the state of the planet as a natural system are inseparable. Millions of people live directly from the proceeds of nature, for example through farming and fishing, and everyone in the world depends on the products and services from nature such as fresh air, water, soil, food, fibre and timber. In fact our whole economy is ultimately based on natural resources and if we are to sustain our economy we need to use those resources sustainably. Any agreements made at Rio+20 need to be fair and equitable, ensuring that the world's poor do not lose out. Agreements also need to be properly resourced and financed.

If Rio+20 is to be a success then progress on both of the official themes (“green economy” and “governance arrangements for sustainable development”) is essential. WWF thinks that a green economy needs to deliver three main outcomes: ensuring humankind's ecological footprint is sustainable; maintaining and enhancing natural capital, biodiversity and ecosystem services; and improving human wellbeing and social equity. At the same time international governance for sustainable development needs to be reformed if we are to make progress on international targets for biodiversity, climate change and sustainable development.

Victor Anderson, Senior Policy Officer, Green Economy, WWF-UK.
vanderson@wwf.org.uk

Disability inclusion is vital to international development



The main aims of the Bond Disability and Development Group strategy are to:

- ensure disability is prominent on the agenda of the UK government's international development policy and programmes
- support Bond and its members to become ‘beacons of good practice’ with effective policies and procedures for including disabled people in their activities and development programming
- develop the Disability and Development Group as a hub for information and best practice exchange

About the group

The group brings together professionals from UK-based mainstream and disability-specific organisations, along with their connection to networks of disabled people's organisations around the world, and use their combined experience to influence change.

We believe that disabled people have the right to have their concerns addressed at the highest level in order to ensure their full participation and prevent discrimination.

However, currently disability is not explicitly included in the targets set for the Millennium Development Goals or included in most international and national poverty reduction and development plans. Without, this 80 per cent of disabled people (around 500 million people) who live in the poorest countries will continue to be excluded from development programmes (UN); 97 per cent of disabled children will be prevented from going to school (UNESCO); and 75 per cent of disabled adults will not have a livelihood and live in extreme poverty (ILO).

Join the group to make change happen

If you are working in a development NGO, it is likely that you will be encountering disabled people. If you are not, then something needs to change.

Join us at our next meeting or email Jazz Shaban, Chair of the group: jazz.shaban@yahoo.co.uk

Disability awareness training

Speak to the Bond Learning and Training team about disability awareness training for your organisation.

learn@bond.org.uk
 020 7520 0242

Development People

“Staying innovative is absolutely critical.”



Harriet Lamb, Executive Director of Fairtrade Foundation, talks about NGO leadership and the private sector, staying innovative and the effectiveness agenda.

Why did you want to work at Fairtrade Foundation?

I was attracted to Fairtrade Foundation because of its unique alliance of working with the public, including some fantastically dedicated campaigners, the farmers who are part-owners and drivers of our system and the brands, retailers and ‘big boys’ of business, as well as non-governmental organisations (NGOs). It is this combination of different world’s coming together, united behind something incredibly practical and also incredibly radical and challenging, which still really appeals to me.

What are you are working on at the moment?

Our strategic aim is to see if we can take this amazing movement to scale to ‘tip the balance’ in favour of farmers and workers in developing countries. Can we get to a situation where half of all bananas are fair trade, or where the cocoa cooperative in Ghana is a real player in the cocoa industry meaning that it can sit down with the government and discuss principles about exporting cocoa and getting fair prices back to the farmers? We need to keep on pushing it to the next level as it is still just a tiny percentage of global trade.

Fairtrade Foundation has been very successful at working with the private sector. How important is it that NGOs lead the way in harnessing the power of business for the benefit of development?

NGO leadership is very important but I just don’t see it happening at the moment and in many cases companies are just going ahead without NGOs involvement at all. I think NGOs have a critical role to play in a more conventional way which is about shining a spotlight on business that is not playing a positive role, and indeed when business practices are exploitative or where companies don’t have enough overview of their supply chain or know where some of their products and services are coming from. I believe that there is still a role for NGOs to share concerns and give voice to farmers and workers.

We are also looking at new products. We recently launched fair trade gold which opened the door to a whole new sector, and there are many more examples like that. Staying innovative is absolutely critical and this includes finding ways to truly push the centre of gravity south. How can the fair trade movement be increasingly owned and run from the south? To make it a global phenomenon and we must show leadership on this.

We also have to be ready to acknowledge good practice and work with companies to marry their extraordinary power and resources behind development and the anti-poverty agenda. This isn’t easy. We need NGOs to engage in this constant balancing act to pull in the private sector and find the models and mechanisms to make it work for them. There is also a challenge to the private sector to get the most out of working with NGOs.

What are the bigger issues/challenges that Fairtrade Foundation is grappling with at the moment?

There are constant challenges. How do we retain that innovative edge whilst protecting what we already have, particularly in a recession? The downturn is an enormous challenge for the producers themselves, many of whom are getting higher prices for their products but are seeing their costs soar so in real terms they are a lot worse off.

What is Fairtrade Foundation’s approach to the effectiveness and ‘results’ agendas?

How we better tell the story of our impact is a challenge but it’s absolutely right that we provide evidence that we make a difference. We need to constantly know where we are having an impact and in what way so that we can adapt and change and improve on the one hand and excite and galvanise people to get behind us on the other.

Another big debate is around how we shift the centre of gravity south without risking all that we have built here in the UK and Europe. So, how do we accelerate the growth of sales in Europe while at the same time build fair trade in the south?



• Cotton farmers
© Fairtrade Foundation



• Wife of Mahmoud Abbas, farmer and member of Kufor-Rai cooperative, Jenin, with Palestinian Fair Trade Association
© Fairtrade Foundation

Fairtrade Foundation has invested a lot of resources into trying to communicate our impact and the risk for all of us is where critical areas of our work can be undermined if we interpret the principles of effectiveness too narrowly. We can always talk about the public awareness of fair trade, sales per product and per country, how many farmers we are reaching – absolutely concrete results – but really we are here to empower farmers and workers. How do you measure empowerment, or show attribution, for instance? This is much more difficult especially as some of these things take years.

What are your hopes for the upcoming G20 meeting?

We need to think about how to represent the interests and voices of the poorest countries and how the G20 can address their agenda. To be honest we are not expecting any meaningful commitment or progress on trade policy given the effective collapse of Doha, to the shame of the world leaders. Five years ago, trade was at the top of the agenda and now it has completely collapsed. It's gone from being *the* issue that could unlock economic growth and tackle poverty to hardly ever being mentioned. It's a failure of leadership on the part of the major nations although the UK government continues to push very hard on this issue.

We particularly want to see progress on the EU and US subsidies to cotton farmers which is one of the most extreme example of unfair trade today whereby the US and EU

subsidise cotton farmers who then grow too much and dump it on world markets pulling down prices. This directly leads to increasing poverty in West Africa. The West African cotton nations have said time and time again that we have got to get a fair deal on cotton so solving this is absolutely critical.

We also want to see previous commitments to agriculture maintained, with particular focus on the role of smallholders.

What is the best professional advice you have been given?

To stay innovative and find new and different ways of doing things, to remain edgy especially when times are tough, so that you come out fighting and on top.

“How we better tell the story of our impact is a challenge but it's absolutely right that we provide evidence that we make a difference.”

Fantastic Fairtrade Facts for 2011

The numbers game: For 7.5 million farmers, workers and their families Fairtrade is a lifeline, ensuring that they are able to survive through difficult times and plan for a better future.

Golden opportunity: The launch of the first third-party independent certification for gold opened up market opportunities for millions of impoverished artisanal small-scale miners and their families.

Sales success: In one of the most difficult economic years on record, estimated UK retail sales grew by 12%, topping £800 million.

Cotton on: Fairtrade cotton marked its fifth anniversary in November 2010.

Cheers! There are now more than 250 Fairtrade wines certified in the UK, drawn from 67 producer groups from four countries – Chile, Argentina, South Africa and Tunisia.

Harriet Lamb CBE has been Executive Director of the Fairtrade Foundation since 2001.

Established in 1992, The Fairtrade Foundation is the independent non-profit organisation that licenses use of the FAIRTRADE Mark on products in the UK in accordance with internationally agreed Fairtrade standards. www.fairtrade.org.uk



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Gross Margin Calculator – to complement TechTalk's advisory service, a Gross Margin Calculator (GMC) is available online and free of charge through our website. Gross Margins have long been used by economists to assess whether an actual or a planned enterprise, farm or project is earning money.

Category	Value
Revenue	1000
Costs	200
Gross Margin	800
Net Profit	400

The GMC allows farmers and project managers to gauge the financial viability of different crop and livestock enterprises, at all stages of the project process.

"Using the GMC can help you make the right decisions for your project..."

Registering with TechTalk (for free), allows GMC users to store their information for future retrieval and comparison and opens up a path for discussion and further technical support from the TechTalk helpdesk.

To find out more about TechTalk - our advisory service and the Gross Margin Calculator, visit our website: www.techtalk-international.com

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