

## Bond operational plan summary 2010-11

In the coming year Bond will 'Lead, Inspire and Challenge' as we work to unite voices, shape opinions and build capacity. We will maintain high professional standards throughout our work, be responsive to feedback and flexible in our approach. We expect to build our reputation through not only what we do, but also how we do it.

There are three major areas of work which are of strategic significance to the Bond network:

- **Bond Governance.** The Board will review its composition and structure during 2010-11 to optimise effectiveness in its governance role, maintaining member ownership of Bond.
- **Bond Strategy 2011-2016.** A consultative process throughout 2010 will enable members to shape the new strategy for the coming five year period.
- **Bond Statement of Principles.** A review of the Statement of Principles by members will define the elements of a new code and trial a peer-review mechanism.

Bond will deliver the final year of its five-year strategy. Below is a summary of our detailed operational plan for 2010-11.

### **Aim 1: Building our influence and holding to account**

We will continue to work on the global economic and financial crisis, the Millennium Development Goals, aid policies and practice, and raise the public profile of international development issues.

Our **network policy** themes will be the UK General Election and priorities for the next Government and Parliament, the G8 and G20 summits in Canada, aid, climate change and development, and UK policy coherence. We will strengthen relations with the next UK Government, Parliament and parties in the new political context.

**UK campaigning** will focus on facilitating collective campaigns and public mobilisation for the UK General Election, Millennium Development Goals, climate change policy and other global moments. We will deliver year three of the Campaigning Effectiveness Programme to enhance members' campaigns and campaigning capacity.

Work on **Europe**, through the Bond European Policy Group, will focus on further EU institutional reform issues, the new financial perspectives and budget, development policies and processes, and the Cotonou Agreement. We will continue to strengthen relationships with MEPs, the Committee on Development, the new Commission and European External Action Services, Commissioners for Development and the High Representative. The year will see further effort to promote EU work to Bond members and embed the Bond CONCORD engagement strategy.

On **sector advocacy** we will take forward a proactive and reactive programme to meet member concerns on regulatory issues: protecting civil society space for NGOs in UK and overseas (for example, terrorism, political and campaigning space, Charity Commission relations, and assisting the sector in addressing any potential policy shifts with the next UK Government that might impact on NGOs).

On **donor advocacy** we will continue to support members through strengthened funding working groups; build and maintain relationships with key institutional and trust donors such as DFID, Big Lottery Fund, Comic Relief and Europe; build and put the case for future funding and relationships with the next Government, and expand donor advocacy into the spheres of philanthropy and the wider trusts and foundations.

### **Aim 2 Building our capacity**

The **Bond Training Programme** will continue towards financial sustainability with an emphasis on quality assurance. We will develop a number of new courses to respond to demand and ensure the programme continues to reflect best practice, as well as piloting an e-learning module. We will continue to expand the in-house programme, progressively making this a larger component of the overall programme. Finally, we will explore the possibility of developing a capacity building programme, potentially aimed at providing ongoing, in-depth support to small members.

The **Bond Effectiveness Programme** will develop a framework for a single coherent system that enables international NGOs to describe, and be held to account for, the quality of their work. The framework will be based on a wide consultation with members, donors and other stakeholders. There will be a mid-term conference in March 2011 to share experience, lessons and progress to date.

### **Aim 3: Strengthening our membership and networks**

We aim to **understand our members and stakeholders better**, working closely with priority audiences. The Small NGOs programme will receive support to become a thriving community of practice both online and when it meets. We will work to understand the needs of out-of-London members and redefine both the associate and international department categories as well as reaching out to the BME and diaspora communities.

We will **develop online networking** as a central Bond benefit and launch a Bond Marketplace enabling members and non-members to advertise and broker services, products and opportunities online, and encourages member-to-member sharing. We will improve the member area and online communities in order to meet a longer term vision of online networking.

**Networks:** In Europe, we will deliver the agreed Bond CONCORD engagement strategy and strengthen the UK sector's engagement with EU civil society. Outside of Europe, we will increase the sector's non-EU international engagement opportunities by developing relationships and links with international networking structures and initiatives in relation to advocacy and campaigning, CSO effectiveness and international NGO platforms.

### **Aim 4: Strengthening Bond**

The main focus for 2010-11 will be to review our systems, capabilities and income streams, to ensure we are maximising the efficiency of existing resources, and that implementation of new systems and resources incorporate flexibility for future change. This will include looking at our **IT and communications systems** and all aspects of **Bond's financial management**. We will address the challenge of financial sustainability and income diversification adhering to the principles of full cost recovery in all funding applications, developing a practical model for allocating Bond operating costs against core income streams, and further refining reporting tools to capture data on critical areas of financial risk to Bond.