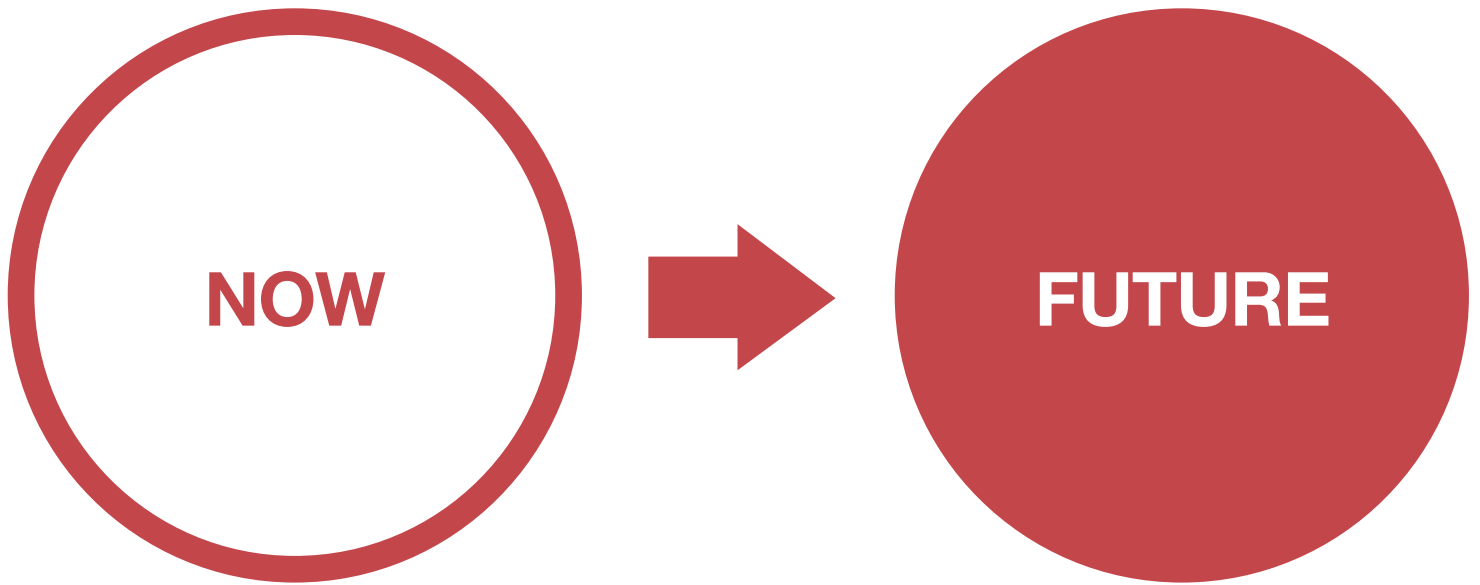


WHAT NEXT?

Addressing the challenges facing the
UK international development sector



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A new, refreshed Bond

How our new identity will strengthen the membership
and help to meet the challenges of the future

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combat corruption

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Stand up and join
The Great Persuasion

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Comic Relief launch new
international strategy

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- 7 International development in a changing world**
The Bond Annual Conference and AGM will inspire discussion on some of the challenges facing the international development sector

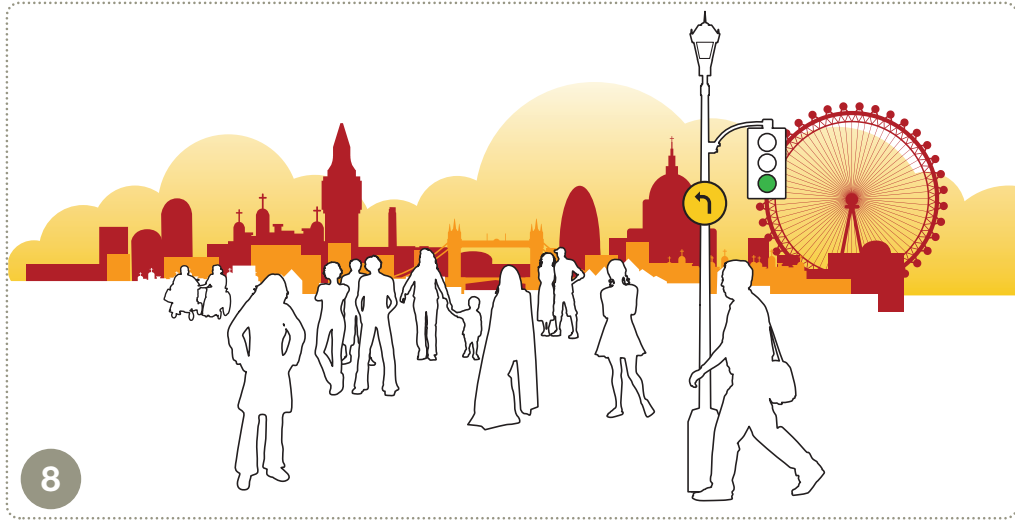
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An outline of the three main UK political parties' perspectives on international development and how Bond members can engage in a sector-wide election campaign

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- 14 Cash machine to intelligent funder**
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- 16 European Parliament Committee on Development**
Anders Dahlbeck explains the role and importance of this committee, and how Bond will seek to influence it.



International development in a changing world

On 5 November, we will hold the Bond Annual Conference and AGM. This year's theme, international development in a changing world, is timely and highly relevant for our sector. Many of the challenges we face together remain enormous; some are sharpened further by global and domestic economic changes in the last year, others by the dynamic political context over the coming year, and still others by the continual change and evolution of civil and social contexts in the global South. The conference will give us time together for exploration and deeper understanding of these shifts and challenges – past, present and future. I encourage you to join us for the day. Registration is now open on the website.

To complement the political 'Question Time' session at our Annual Conference, and as we approach a UK general election in 2010, an article on pages 8-9 outlines the three main UK political parties' perspectives on international development and how Bond members can engage in a sector-wide election campaign. Now is the time for UK NGOs to push international development still further up the political agenda and make it a key election issue for all UK political parties. I urge you to go to the Bond website, read our International Development Manifesto and find out about the ways to get both your organisations and your supporters involved.

If development is about 'good change', then to what extent can large international development organisations act as agents of progressive social change? An article by the Institute of Development Studies (page 12) looks at this complex area, including the organisational and political drivers that act for and against their capacity to play such a role.

In an interview on pages 14-15, Peter Wanless, CEO of Big Lottery Fund, which is such an important source of funding for a significant number of Bond members, explains the importance of organisational learning at BIG, particularly in relation to their grant management process, and its relevance to international NGOs.

Finally, all issues of *The Networker* are available for Bond members to download from the website. Please sign in to the members' area and go to the 'Membership' pages. You are welcome to spread it widely in your organisation or amongst your Board members. For more information, or if you would like to contribute to *The Networker*, please contact Jemma Ashman, Communications and Marketing Officer: jashman@bond.org.uk.

With my very 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 bi-monthly 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

Publishing and copyright

The views expressed in this publication do not necessarily reflect those of the Bond membership. This issue was edited by Jemma Ashman.

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Member spotlight: Made in Europe

MADE in Europe (Muslim Agency for Development and Enterprise) was created to channel the immense energies, potential and, yes anger, of young British Muslims. Here is what one youngster said:

'I avoid picking up newspapers on the tube because every time I do I read about some embarrassing example of Muslim behaviour. From terror preaching imams, whose daughters have become strippers, to Muslim cab drivers who refuse blind men to ride in the back of their cars because dogs are 'haram'. Do we raise our children with the desire to impact the world on a grander scale? Do we push them into being informed, well-read, and passionate about what other cultures will teach them and what we can teach other cultures in return?

As Muslims, we are sitting on a goldmine of solutions to some of the biggest issues the



• Tamriz and Afroza, volunteers with MADE in Europe, in the Swat Valley

world is facing today. Our faith teaches us about poverty eradication, about development through empowerment, about caring for the planet.'

MADE in Europe inspires and enables grassroots European Muslim youth movement of faith to take action to tackle global poverty, injustice and inequality. Our volunteering programme - ActGlobal – trains young people to work as volunteers with communities in the developing world who need emergency access to clean water and health care. After two weeks intensive training and on deployment in the Swat Valley, Pakistan, with our partners, Global Medic, one of our volunteers, Afroza wrote on 7 July:

'Today Tamreez and I were running the show. We demonstrated all the skills we had picked up in our training. Together we trained medical students and other volunteers in the inflatable hospital. The trainees having received the necessary training, demonstrated what they had learnt and clean water was being pumped out at great speed!'

They MADE a difference.

www.madeineurope.org.uk

New Bond members

A warm welcome to the following members who joined Bond in the July membership round:

- Children in Crossfire
- CONTESA
- Cyan International
- Environclean Community Group
- Euclid Network
- Gargar Foundation for Development
- Gayaza Alumnae Network (GAN)
- Muslim Agency for Development and Enterprise in Europe (MADE in Europe)
- Muslim Charities Forum
- New Futures Nepal
- One World Week
- Painted Children UK
- Renewable Energy, Shelter and Environment Training (RESET)
- Sustainable Natural Resource Management Association UK (SUNARMA UK)
- The Protimos Foundation UK



Network spotlight: Muslim Charities Forum

The Muslim Charities Forum is an umbrella organisation for Muslim-led NGOs based in the UK. Its aim is to provide a capacity building resource and advocacy platform for its members.

All our members share a common mission of alleviating poverty and the suffering of the neediest, this mission being inspired by Islamic values of unity, co-operation and compassion. These values embody the work that we do for our members, and for the global community at large.

We are committed to enabling our member organisations to work together towards reaching the Millennium Development Goals as set by the United Nations. Since their introduction, some partial success has already been achieved although there are still a large numbers of areas which need to be addressed.

Our members are mainly Muslim faith based, however they include people from various backgrounds, and serve communities in both Muslim and non Muslim countries.

We aim to engage with groups and organisations that are of diverse faiths and backgrounds in order to foster better understanding of shared common values and objectives.

Since our members are mainly Muslim faith based, it generally means that they facilitate practices such as zakah (an obligatory assistance according to which each Muslim has to give a portion of his income or wealth to charity), sadaqah (voluntary assistance) and the development of interest, as well as cost free microcredit programmes based on the principles of Islamic Finance.

www.muslimcharitiesforum.org.uk
info@muslimcharitiesforum.org.uk

Staff news

Welcome to Julian Srodecki who joins Bond as the Effectiveness Programme Manager. He will lead on the development of the Bond Effectiveness Programme and manage its progress.



Is it time to invest in your brand?

In the first in a series of articles exploring the importance of strategic communication, we consider the value of investing in your brand in the middle of a global crisis when every sector is experiencing the financial squeeze.

Is it time to invest in your brand?

Spare a thought for branding. It's a deeply misunderstood creature, particularly in the not-for-profit sector, where the 'B word' is often uttered with distaste.

The fact is, that whether we like it or not, every international development organisation has a brand, and that brand is much more than just the logo we stick on our publications and letterheads.

The strange thing about branding is that it doesn't actually live on paper, it lives in the hearts and minds of all the people we communicate with. Your brand isn't your name and logo, it's the sum total of all the things that people think, feel and say about you when they hear your name or see your logo.

An effective brand that commands loyalty and respect is a vital tool for any organisation that wants to come through a recession in a stronger position.

How can branding help international development?

Imagine you're an effective, dynamic, innovative organisation that can really make a difference in the world.

Now imagine that, for whatever reason, people's perception is that although you mean well, you're a bit idealistic and haven't really got a clue how to get things done.

How likely is it that lots of people would want to support you, work with you and give you their financial backing?

Now imagine that everyone already knows that you are an innovative, dynamic and effective organisation. Wouldn't they be rushing to give you their time, their money and a lifetime of dedication and commitment?

This is why effective branding can help international development, because better branding can help more people to understand what a huge difference we make and grow our strength and influence in the process.

Should we all rebrand then?

Definitely Not! Rebranding is not a process to be undertaken lightly by any organisation.

However, it is always worth considering whether your organisation can benefit from reviewing, reviving, refreshing or renewing your brand.

Bond has recently renewed its brand after reviewing how a new verbal and visual identity can help the organisation become more effective.

Jemma Ashman, Bond's marketing and communications officer, says: 'The process gave us the confidence to ask difficult questions about the organisation and to make bold steps forward to realise our vision. This work will form the base of our strategic planning for the coming years.'

Case Study 2

ActionAid supporter magazine (rebranded 2009)

Background: ActionAid is a member of Bond and has been fighting poverty worldwide since 1972. It recently refreshed its international brand and the charity's UK arm has been busy rolling out the new brand.

Output: ActionAid worked with Neo – The Positive Change Agency™, to review and refresh its Common Cause supporter magazine in line with the new brand.

Outcome: Neo helped ActionAid to create an exciting new supporter magazine with a younger, bolder look and feel that was designed to bring the new brand to life. The results were instant with the first edition generating a whopping 70% increase in donations from readers at a time when most of the sector is experiencing a downturn in charitable giving.



Case Study 1



Bond visual identity (rebranded 2009)

Background: Bond was founded in 1993 and since then there has been a lot of change to both the sector and to Bond. A strategic review of the brand was needed to take Bond to the next level of its development.

Output: We worked with Neo – The Positive Change Agency™, to get a clear understanding of our current position in the sector, to clarify our future role and create a new brand identity to support our aspirations.

Outcome: 'The end product supports our desired positioning perfectly in terms of both new visual identity and also clarity on our tone of voice. The process was excellently led and conducted by Neo, and delivered to a high quality within tight resources and timelines.' Nick Roseveare, Bond Chief Executive.

Written by Glen Poole, Communications Director, Neo. If you'd like advice on whether you should review, revive, refresh or renew your brand then contact Neo – The Positive Change Agency™ www.neocreative.co.uk, 01273 600 500

What not to wear: Cotton and Child Slavery

Join the panel of experts to learn about the forced child labour which underpins Uzbekistan's cotton industry and what action can be taken by retailers and consumers to combat it.

8 October 2009, 7.00pm, London

Panel:

- Lucy Siegle, journalist, author and presenter (chair)
- Joanna Ewart-James, Anti Slavery International
- Juliette Williams, The Environmental Justice Foundation
- Steve Grinter, International Textile, Garment & Leather Workers' Federation
- Graham Burden, freelance consultant for Sustex (Sustainable Textile Solutions)

Amnesty International is hosting this event.

For more information:

www.amnesty.org.uk/events_details.asp?ID=1202

Sue Douthwaite, Course Leader, Cass CCE will be leading the talk.



Recovery towards what? Finance, justice, sustainability

A one-day conference exploring the policy issues related to global finance and its role in both developed and developing countries.

6 November, 9.00am-7.30pm, London

The event is co-sponsored by ActionAid, The Bretton Woods Project, Friends of the Earth, new economics foundation, Research on Money and Finance, and the Trade Union Congress.

To register to attend:

www.brettonwoodsproject.org/registerconfnov6

Inside the Kingdom: Secrets of Filming and Reporting in Saudi Arabia

26 October 2009, 7.00pm

Journalist and author Robert Lacey will discuss the years he spent in Saudi Arabia writing his two books on the country. This event will be moderated by award-winning BBC journalist Peter Taylor whose chronicle of modern terrorism *The Age of Terror* was broadcast last year.

To book: www.frontlineclub.com



Dudley Seers Memorial Lecture 'UN Ideas that Changed the World'

Speaker: Professor Sir Richard Jolly, Research Associate at IDS

29 Oct 2009, 5.00pm – 6.30pm

Richard Jolly will discuss ways in which the UN can play a fuller role in confronting the challenges of human survival with dignity in the twenty-first century.

For more information contact **Charlie Matthews:** c.matthews@ids.ac.uk

Free Accountancy Helpline

Horwath Clark Whitehill LLP (HCW) is one of the top three providers of audit and related services to the not for profit sector and provides audit and related services to many of the UK's leading charities. They are offering a free accountancy helpline for Bond members.

Services include:

- Audit
- Governance
- Risk management
- Performance management
- Tax
- General consultancy

For more information, including the conditions of the offer: Email: nonprofits@horwath.co.uk

Visit the 'News' page of the Bond website: www.bond.org.uk/news.php



LSE events for September – December 2009

The new events programme includes a debate on UN Ideas that Changed the World, which will present the findings of a ten-year project and launches the summary volume, *Climate Change Policy: why has so little been achieved?*, and a lecture by Professor Noam Chomsky who will speak on the current state and future of human rights.

For details of all events: www.lse.ac.uk/events



International Day for the Elimination of Violence against Women

In 1999, the UN General Assembly designated 25 November as the International Day for the Elimination of Violence against Women. Governments, international organisations and NGOs are invited to organise activities on the day to raise public awareness of the issue.

For more information:

www.who.int/mediacentre/events/annual/elimination_vaw/en/index.html

Dangerous Ideas in Development: Media, Violence and Citizenship

This is a joint event between IDS and the All Party Parliamentary Group on Debt, Aid and Trade

Joanna Wheeler from the Institute of Development Studies will focus on the problem of violence, and the role of the media both in contributing to fear and mistrust and also potential solutions.

24 November 2009, 5.00pm – 7.00pm

The event will be held at the Palace of Westminster, London.

To reserve a place, please contact:

c.matthews@ids.ac.uk

International development in a changing world

The Bond Annual Conference and AGM, on 5 November 2009, provides members with an opportunity to come together to discuss core issues and challenges facing the international development sector.



There is no doubt that these are extraordinary times. The past year has seen a dramatically changing economic environment, and in 2010 the UK General Election may bring a change in government and a changed political landscape. At the same time, NGOs are under increasing pressure to both prove and improve their effectiveness and accountability. Now more than ever, we need to work together to respond to these challenges.

The full agenda is on the Events page of the Bond website. The day will also include a review of the year and the Bond AGM business. If you have any questions please email conference@bond.org.uk or call 020 7520 0259.



Morning panel

We are delighted that Douglas Alexander, Secretary of State for International Development, Andrew Mitchell, Shadow Secretary of State for International Development, and Michael Moore, Liberal Democrat Spokesperson for International Development will take part in a political 'Question Time' format panel. Bond members are invited to pre-submit questions which they would like to ask the politicians about their approach to the NGO sector and policies on international development. Questions can be submitted on the website by those who register to attend.

Afternoon panel

The afternoon will focus on development policy and practice. Professor Rajesh Tandon, founder of PRIA and an acclaimed leader of participatory research and development, will reflect on the changing role of Northern NGOs from the perspective of the South. Three Directors of large, medium and small Bond member organisations will then discuss his remarks and bring in questions from the floor. Prof. Lawrence Haddad, Director of the Institute of Development Studies, University of Sussex, will moderate the discussion.

Parallel sessions

Delegates will be asked to choose one of the six afternoon sessions to attend.

1 Future role and resourcing of the UK NGO sector

The combination of recession and longer-term shifts in the resourcing of UK NGOs offers an unprecedented opportunity for Bond members to examine the assumptions around organisational resourcing strategies and to work proactively with others to generate resource for effective UK NGOs. This is an opportunity to share thinking about the future challenges and how to strategically address these together.

2 Advocacy and campaigning for policy change in 2010

The UK General Election in 2010 is likely to result in significant changes to the UK political map. Additionally, 2010 will be an important year for development on an international level with the G8 Summit in Canada and other key events providing many opportunities for joint advocacy and to impact on development policy. This session provides an important opportunity to build and direct the momentum of UK civil society advocacy on international development.

3 NGO effectiveness: the participation challenge

There is consensus that the quality of the relationships and partnerships among and between NGOs are crucial to effective development organisations. This session provides a chance for members to shape this key pillar of the Bond Effectiveness Programme by contributing practical ideas and recommendations, hearing the thoughts of Prof. Rajesh Tandon, and suggesting how it can address members' needs in relation to strengthening participation and relationships with partners and/or beneficiaries, and improving practice and sharing learning.

4 Stand by your principles

We have a collective responsibility to defend and build the reputation of our sector together. Bond membership is conditional on acceptance of the 1998 Statement of Principles, and yet how many of us feel accountable to them? The Bond Board has decided to improve, update and simplify the Statement of Principles. This is a Directors-only opportunity to have a say on what's

in and what's out, and how and whether to verify members adherence to the Principles.

4 Challenges for leaders of smaller NGOs

Leading a small NGO can be a challenging, isolating and stressful task, but also one with the potential for great rewards. This session provides an opportunity to discuss some of these challenges with others in a similar situation and explore common solutions together. Issues that will be covered include, marketing challenges, organisational challenges, and using technology.

5 NGO-Private sector partnerships

Collaboration between commercial and non-profit organisations is tentative in the development sector, and yet a sound understanding of the respective strengths and weaknesses of the private sector and NGOs is the key to delivering scaled-up and durable impact on poverty. Isn't it time we finally recognised the enormity of our task and our need for allies?

Vote global in 2010

With the UK General Election due to take place by June 2010, political parties are moving into election mode. **Peter Babudu** and **Elvira Kanichay**, of the Bond Advocacy team, outline the three main UK political parties' perspectives on international development and how Bond members can engage in a sector-wide election campaign.



Recently published documents such as the **DFID White Paper** and the **Conservative Green Paper on International Development** are early signs of where party thinking is on international development.

In our International Development Manifesto, Bond members ask the UK Government of 2010 to play a leading and progressive role as a member state of the EU and on the global stage. To achieve this, UK NGOs must now push for international development to be a key election issue for all UK political parties.

The will for change

The main parties in the UK realise that international development cannot be ignored in the run-up to the General Election. Across the board there is support for the target of dedicating 0.7% of national income to development spending. Andrew Mitchell, the Conservative Shadow International Development Secretary, recently acknowledged that the development agenda is a 'British agenda that commands widespread support'.

However, parties' views do differ widely on how funds should be provided to developing countries, what changes need to be made to the international system to support development, and what methods should be used to improve aid effectiveness.

There have been marked changes in parties' perspectives on development since the 2005 General Election. Also, due to NGO pressure such as Make Poverty History, there has been a growth in the number of MPs actually engaged in development-related issues, be that HIV/Aids, climate change, agriculture, security or international trade. MPs across the political spectrum are members of relevant Select Committees or All Party Parliamentary Groups, which together play a big role in monitoring and shaping development policy.

How to get engaged

The General Election will be hotly contested so it is important that Bond members use this opportunity (when politicians are listening closely to their constituents) to lobby MPs and candidates.

Bond is coordinating a joint sector wide election campaign, which will include joint campaigning work (starting with the Great Persuasion, more information on page 10) and policy lobbying. An International Development Manifesto has been presented to parties at the Party Conferences framing the basis of our policy demands towards political parties.

Bond Annual Conference and AGM: 5 November 2009

The conference morning will include a political panel in a Question Time format. Douglas Alexander, Secretary of State for International Development, Andrew Mitchell, Shadow Secretary of State for International Development, and Michael Moore, Liberal Democrat Spokesperson for International Development, will be on the panel and will take questions from the floor.

Full details are on the 'Events' Page of the website: www.bond.org.uk

Party Conferences 2009

September-October 2009 is the Party Conference season.

Find more information on what Parties said on international development on the Bond website: www.bond.org.uk/pages/party-conference-2009.html

To find out more and to get involved: www.bond.org.uk/pages/uk-election.html

Conservatives

The Conservative Party committed to the target of 0.7% of national income for development by 2013 in their 2005 manifesto, and the Conservatives' development Green Paper, One World Conservatism, further echoes support for this target.

The Conservatives have historically emphasised trade liberalisation, private sector initiatives and an efficient but scaled-down state. The Green Paper published in July follows this trend and expands on current key Conservative policy themes, including:

- Value for money: pushing a results-based approach to aid, withholding certain funds until successful completion of projects (cash-on-delivery). Also central is an overarching concern with aid effectiveness
- Public support for development: introducing choice into development programmes by giving people in developing countries a means of selecting service providers, as well as improving domestic support for development initiatives by giving UK taxpayers a say in project funding (under the proposed MyAid initiative)

- Conflict and fragile states: a focus on conflict and fragile states as a key arena for development with an enhanced role for the Stabilisation Unit and coordination across government
- Wealth creation: making targeted investments in infrastructure and agriculture to improve long-term growth prospects, as well as creating the environment for private sector initiatives to prosper
- Multilateral institutions: guiding funding to multilateral programmes that are proven to be effective at impacting poverty and cutting funding for less effective programmes

Although the Green Paper has cooled worries that the Conservatives may not be committed to an independent DFID, concerns remain that many Conservative MPs and candidates don't wholly support David Cameron's pledge to ring-fence development spending from future budget cuts (see more on funding and the Conservatives on page 21). Also, the Conservatives' current policy focuses don't really include climate change as a development issue while social protection, gender and human rights receive limited attention as well.

Labour

As the governing party for the last 12 years, the Labour Party has reshaped the UK's approach to development, particularly by establishing DFID as an independent department.

There has been a shift away from Washington Consensus thinking which advocates globalisation and economic growth as sure-fire routes out of poverty, towards a more nuanced stance acknowledging that broader protections are required to ensure that economic growth is pro-poor, and that governance and political processes play an integral role in effective development.

Labour's current position as reflected in DFID's recent White Paper, Building Our Common Future, in particular emphasises:

- Coherence and effectiveness: Improving aid effectiveness through a focus on coordinated delivery, both between UK departments (in particular between DFID, the Foreign Office and the Ministry of Defence) and utilising the UK's influential role to improve coordination within and between multilateral organisations (e.g. the EU, UN, IMF and World Bank)

- State-building: The importance of developing the tax base of countries, providing budget support and also developing the general capacity of key groups including civil society organisations as well as national governments
- Climate change: A broader integration of climate change considerations into development policies and programmes
- Social protection: A renewed focus on ensuring that development policies and programmes put appropriate social protections in place
- Conflict and fragile states: Conflict and fragile states as a key arena for development, dedicating half of all new bilateral aid spending to such states

In response to criticisms that Labour have not paid due regard to the outputs of development spending and have not put enough attention on corruption, Labour also aim to do more to ensure aid effectiveness by focusing on results and increasing spending on accountability and transparency measures.



LIBERAL DEMOCRATS

The Liberal Democrat Party also advocated the 0.7% of national income target in their 2005 manifesto and has been quite consistent in their policy approach to development. As a recent paper by Michael Moore, the Liberal Democrat Shadow International Development Secretary, called Development in a Downturn highlights, key strands of the Liberal Democrat 2010 agenda include:

- A 'Green New Deal': combining measures to combat climate change with broader development measures
- Multilateral institutions: increasing multilateral aid, coupled with championing democratic reforms of international financial institutions
- Private capital: expanding private capital flows through helping simplify things like business investment and Diaspora remittances to developing countries
- Coherence: improving policy coherence by coordinating development objectives throughout government departments
- Enforcing aid commitments: ensuring that 2005 commitments made by G8 countries at Gleneagles are met sooner rather than later, in order to help developing countries during the ongoing financial crisis



International development manifesto

The key manifesto calls are:

- 1 More and better aid and increasing debt relief
- 2 Tackling climate change
- 3 Making the global economy work for the poor
- 4 Good governance and addressing corruption
- 5 Responding to conflict situations

The Manifesto and demands are available at:
www.bond.org.uk/pages/uk-election.html



• Put People First campaigners target the Finance Ministers meeting in September 2009

Action needed on economic reform

UK campaigning organisations, including World Development Movement, War on Want and Jubilee Debt Campaign, are calling on the G20 to take action to reform the economic system.

Dressed as G20 leaders, holding money on a throne, campaigners targeted the G20 Finance Ministers' meeting on 4 September to highlight the G20's refusal, to date, to take the necessary steps to close tax havens, democratise international financial institutions or halt forced economic liberalisation, despite the role such practices played in creating the global crisis.

The meeting also failed to deliver a deal on finance for developing countries to adapt to climate change, ramping up the pressure on G20 leaders meeting in Pittsburgh, held on 24 September 2009, to provide the funds necessary for a fair climate deal at Copenhagen in December.

G20 Counter Conferences

16-17 November 2009, Brussels

The G20 finance ministers return to the UK in early November. To mark the event, more than 25 organisations including Bond, Bretton Woods Project, ActionAid, Jubilee Scotland, World Vision, TUC, Fairtrade Foundation, People & Planet, WWF and Progressio are coming together to organise free G20 Counter Conferences in London and St Andrews (Scotland) on Saturday 7 November.

Confirmed speakers include Andrew Simms and Tony Juniper.

Please inform your supporters of this opportunity, and book your place by sending your details to intern@brettonwoodsproject.org or phoning 020 7561 7610.

Influencing in the UK General Election

On 17 September 2009, professional campaigners from across the sector came together at the Bond International Development Campaigning Forum to organise our collective approach to influencing in the UK General Election. Working groups were set up to deliver media, new media, mobilisation, and policy strategies.

The first public action of the collective campaign takes place on 16-18 October when more than 200 election candidates will be given a copy of the Bond manifesto by local constituents, as part of Global Call to Action Against Poverty (GCAP) Stand Up and Take Action initiative.

To find out more about how your organisation can play a part in the sector campaign, please contact Tim Gee, Campaigns Communications Officer, on 020 7520 0253.

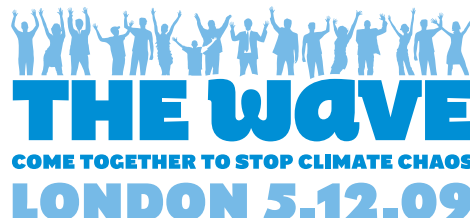


Act now on climate change

On Saturday 5 December 2009, ahead of the crucial UN climate summit in Copenhagen, tens of thousands of people from all walks of life will flow through the streets of London to demonstrate their support for a safe climate future for all. The Wave is organised by the Stop Climate Chaos Coalition, supported by many Bond members.

Make sure you're free to join The Wave - the UK's biggest ever demonstration in support of action on climate change, calling on the UK Government to Protect the Poorest, Act Fair & Fast and Quit Dirty Coal.

For more information and to take part: www.stopclimatechaos.org/the-wave



Strengthening NGO Effectiveness

In March 2009, Bond embarked on the inception phase of the Bond Effectiveness Programme, the findings of which were presented to Bond members and key stakeholders in July. As the main programme begins, **Nick Roseveare** explains what it is about, its importance for the sector, and why Bond members should engage with it.

There is nothing new or clever in suggesting that it is difficult to assess NGO effectiveness. We all know it. We know there are huge pitfalls in trying to prove long-term impact, and it is famously difficult to agree practice standards that apply across such a diverse sector.

However, as the relatively protected position of 'international development' is increasingly questioned in the public, political, donor and media mind, now is the time for our community to find a new confidence with which to demonstrate more clearly what we already know to be true - that international development works and that not only is it worthy of support, but also that NGOs are able and willing to prove and improve their effectiveness.

Bond, as the leading membership body for UK NGOs in international development, is in a unique position to take a lead to help to find new solutions with relevance for the sector. But caution and realism are necessary. We've been here before. Bond members first agreed that 'we must do something [about Quality and Standards], before it is done to us' nearly ten years ago.

Building consensus

During the inception phase (March-June 2009) we developed ideas, stimulated engagement and started building consensus amongst NGOs. Several reference groups were convened to explore the shape of an effectiveness framework and to find coherent expression of what 'quality' means in practical terms, whilst recognising the daily competing priorities faced by staff and NGO managers.

The resulting proposal (available on the website) detailed how the programme will help support management in participating NGOs.

Three pillars of activity

In mid-July, 48 Bond member organisations met to discuss the programme plan, which rests on three priority pillars of activity:

1 The importance of quality relationships to NGO effectiveness

Alex Jacobs, Research Director at Keystone Accountability, gave a compelling account of the importance of quality participation and partnerships to successfully achieving development goals, how current management systems may tend not to value relationships, and provided guidance on how relationships could be more systematically managed as a strategy towards NGO effectiveness. He closed with a challenge; 'if, as NGOs, we believe in empowerment and accountability, how can we not judge our success based on what local people think about our work'.

2 Establishing an organisational culture which supports NGO effectiveness

Marie Staunton, CEO of Plan UK, provided a case study of the Plan experience of strengthening organisational and development effectiveness through a change process paying attention to the management culture of the organisation. Central to this was a deeper understanding of the influence that senior staff types and styles have on the organisational culture, and yet also offering supportive challenge to the views and attitudes of frontline staff on issues like programme design, monitoring and accountability.

3 Managing and reporting NGO effectiveness

Michael Hammer, Executive Director of One World Trust, provided a practical overview of how frameworks can be used to strengthen accountability and performance in the sector. He first looked at the elements that could

contribute to an effectiveness framework and the preconditions which must exist for it to help organisations reap the greatest benefits. He closed by giving an overview of self-regulation initiatives already being used in our sector, and others, which might provide lessons for the Bond programme.

Next steps

Julian Srodecki is joining Bond as Effectiveness Programme Manager, and will listen to members and start to build up the detail of the programme over coming months.

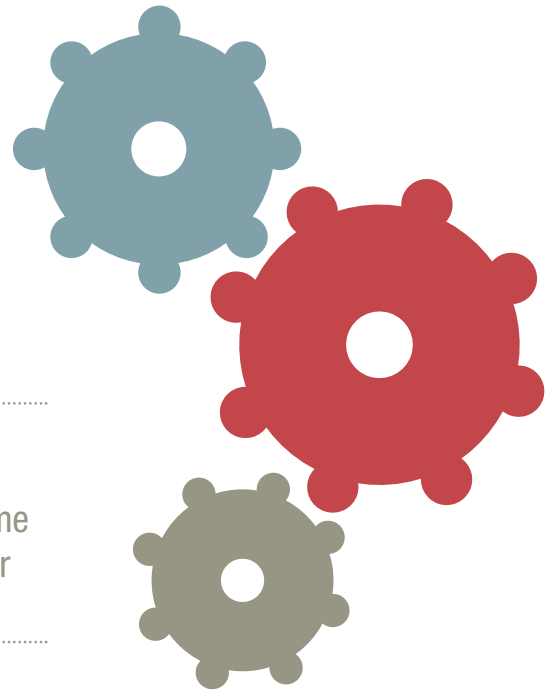
History shows that the wider sector has not benefitted sufficiently when this work is focussed only at individual agency level. Our progress will be more durable, and stronger, by working together. Our good intentions have brought us to this place before – but we shied away from the practical next steps. Bond will work hard with, and for, participating organisations to ensure that this time we succeed in finding common ways to prove and improve our effectiveness to the wider, and occasionally sceptical, world.

Full details of the Bond Effectiveness Programme are on the 'Sector' pages of the website.

Effectiveness at the Bond Annual Conference and AGM

A session will focus on the 'the participation challenge' pillar of this programme and will provide an opportunity for members to contribute practical ideas and experience to this area of the programme.

More information is on page 7 and on the website.



Changing the world by changing ourselves?



It is a truism that development is about change. But how often do we ask ourselves how we understand change and how that affects what we decide to do? **The Institute of Development Studies** led recent discussions on this complex area of work.

In 2008, a group at the Institute of Development Studies invited individuals from eight big international NGOs (BINGOs) to a series of three structured discussions focusing on change.

Interpreting 'good change' as a shift in power relations that makes progress towards greater social justice and realisation of rights for those living in poverty, participants considered the extent to which BINGOs could or wanted to be agents of progressive social change. What are the organisational and political drivers that act for and against their capacity to play such a role?

The proceedings of what came to be known as 'the BINGO process' are documented in an Institute of Development Studies (IDS) Practice Paper that illustrates that there is considerable scope for some BINGOs to play more progressive roles than they currently do and to align organisational practice with missions and goals. Importantly, it argues that there is potential merit in 'going back to basics' and encouraging greater debate about the meanings of normative terminology commonly used by BINGO staff as well as their assumptions about how change happens. Such discussions are an important foundation for the organisational learning that needs to be better resourced if real organisational change is to be made possible.

The challenge of making change happen

Examples of initiatives shared by participants who are striving to make change happen within their organisations, and other practical tools, are included in the

Paper to inspire practitioners with ideas about actions they can take to make their organisations more effective agents of social change. However, heterogeneity among organisations participating in the BINGO process demonstrated that change agents do not start from common positions either in terms of their BINGO's location within the sector, or in terms of their own individual location within their BINGO. Some work within organisations with histories and values, or occupy posts, that make it much easier to take up a radical political agenda than others.

The Paper's review of practitioners' experiences and relevant literature shows precisely how difficult organisational change can be in large complex organisations, staffed by individuals from varied backgrounds with different understandings of what they do and operating in a variety of political and cultural contexts. For a big NGO to become more able to support social transformation requires disaggregating and exploring a host of internal and external tensions and assumptions, such as:

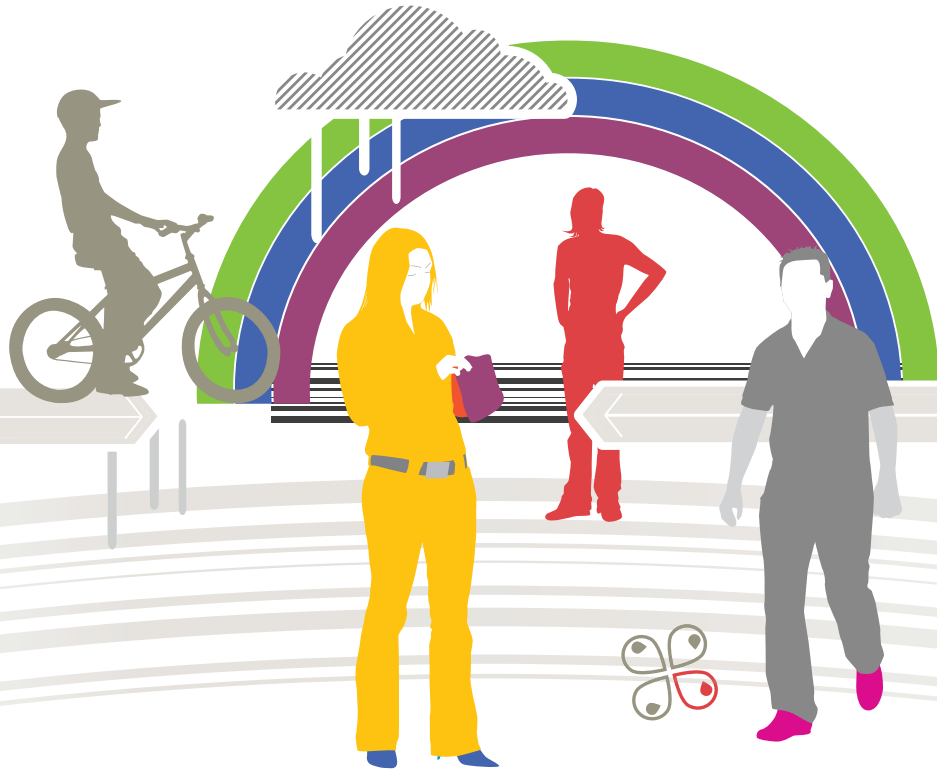
- the need to grow
- the perceived conservatism of donors and supporters
- how representative the organisation is in international policy spaces
- the costs and benefits of relations with the private sector
- the need to be accountable and demonstrate effectiveness without unduly competing with and reinforcing inequity with Southern civil society organisations

Many of these dilemmas are made more difficult because of the desire to 'keep up with the Joneses' which produces competition within the sector for financial growth and policy visibility.

Opportunity arises out of crisis

Some argue that the global financial crisis provides an opportunity to start reflecting on whether this competition enhances or detracts from the sector's opportunities support Southern efforts for economic, political, and social change and justice for poor and vulnerable people. For along with involuntary reduction in incomes resulting from supporters tightening their belts come opportunities for some BINGOs to debate the source of their moral legitimacy and to consider whether too much money actually conceals or even encourages poor practice.

BINGOs that decide that they do want to support such change (and of course it may not be appropriate for all to do so), face a daunting task. Organisational theory demonstrates how important it is to devise change strategies based on understandings of how organisations behave in practice. It is vital that BINGO leaders recognise the limited effects that top down change directives are likely to have in these large complex organisations. Organisational transformation requires investment and support at all levels and means striking a number of delicate balances. Senior leaders must nurture organisational cultures that result in a degree of coherence and ability to contribute to global policy debates, but also space for innovation in response to opportunities that arise in various country contexts.



Recommendations for action

The Practice Paper concludes with recommendations from those participating in the BINGO process who unanimously agreed that if BINGOs are to become more effective agents of social change, similar conversations need to continue and branch out, both in topical range and in participants. Such discussions should involve a more diverse set of perspectives including those of leaders, senior managers and staff from operational divisions such as marketing, communications and finance. It was thought to be especially important that discussions be enriched through the participation of representatives from BINGO offices and partner organisations based in 'the South'. They recommended that more inclusive discussions should specifically explore three substantial questions:

- What is the change that we (the sector) want to see? What is the political project?
- What is the role of us and our organisations and their various parts in bringing about that change?
- Are we equipped internally – as individual organisations and as a sector – to play that role and bring about that change – is our internal architecture, our planning framework etc best fit for the purpose?

The first step towards addressing these questions is to foster critical consciousness among strategic individuals working within BINGOs and equipping them to influence internally to greater effect.

The Bond Fit for Change programme

Bond's new programme Fit for Change will provide a unique opportunity for the International Programme Directors of large, confederated international NGOs to discuss and reflect on their current and future role as change agencies. The programme involves five seminars over a twelve month period, starting September 2009, that will address two key questions:

- a) What is the future role of large Northern international NGOs in supporting progressive social change?
- b) What internal and external challenges do we anticipate in fulfilling this role and how we might respond to them?

The Fit for Change programme follows on from the BINGOs process and it will seek to address some of the pressing questions outlined above involving contributions from leading academics and authors in the field.

Written by Cathy Shutt, Independent Consultant, and Rosalind Eyben, Research Fellow at the Institute of Development Studies.

'Changing the World by Changing Ourselves: Reflections from a Bunch of BINGOs' by Cathy Shutt is available on the IDS website by typing the name of the report into the search facility: www.ids.ac.uk



Agents of progressive social change?

International NGOs have made some small contribution to challenging structural inequities that cause millions of people to live in poverty. However, the critical literature argues that many have become part of an international aid system that functions to maintain the status quo and those wishing to be agents of progressive social change must transform themselves radically. The alternative is to continue to make modest efforts to ameliorate some of the least defensible aspects of the inequitable global capitalist system of which they are a part, while admitting that this does not really amount to supporting radical shifts in power relations required for social transformation.

Those participating in the BINGO meetings contended the reality is more complex. Although BINGOs tend to influence each other, there is great heterogeneity among and within them and staff in some parts of most BINGOs are already making important contributions to progressive social change. Nevertheless, BINGOs could do much more if staff and boards of trustees were to recognise, debate and systematically address the tensions that constrain their capacity to change themselves to help change the world.



Cash machine to intelligent funder

How learning is transforming the Big Lottery Fund

Peter Wanless, CEO of Big Lottery Fund, explains the importance of organisational learning at BIG, and its relevance to international NGOs.

Following on from the recent consultation on the future of BIG funding, Peter Wanless is at pains to stress that Big Lottery Fund remains committed to their international portfolio, while admitting that he has to learn about this area of their work. At the same time, changes within the organisation and its approach to the grant management process – particularly a stronger commitment to learning – will also mean international NGOs needing to sharpen their own approach to learning.

The BIG approach to learning

Wanless roots his commitment to organisational learning in his experience in Whitehall, where he and colleagues in the Department of Education were driven by the question 'How do you get a better experience for the child in the classroom?'. He found that bringing people together to share good practice laterally was the way to improve delivery on the ground.

After joining Big Lottery Fund, he immersed himself in the world of grant-making, and was immediately struck by the value of the insights of grant managers into the work of communities and groups 'trying to tackle the hardest issues'. It was, he says 'both exciting and frustrating – the knowledge about all these good activities is in people's heads, filed away in forms and reports – but is that enough?'

Clearly not. I asked for this interview on behalf of the Donor Learning Group, a subgroup of the Bond Organisational Learning

Group. In our conversations since 2007 with a number of donors, we have learned of the high priority now being given to organisational learning at BIG – directly encouraged by the new CEO.

An intelligent funder

BIG has, he says, been on the journey from being 'a cash machine to being an intelligent funder' for some time, which he says means being forward rather than backward looking, and shifting from an emphasis on one-off impact to an emphasis on learning.

Wanless's ambition is to maximise the amount of influence Big Lottery Fund can have to make the greatest amount of difference possible across the three overarching themes of the new strategic framework: combating isolation, helping with difficult transitions in the lives of people and communities, and building self-confident and empowered communities, themes he notes are

Wanless admits that he is a bit of a newcomer to the international side of grant-giving, but was struck during the Bond consultation by the familiarity of the issues and challenges



• Peter Wanless, CEO at Big Lottery Fund
©Big Lottery Fund

of equal importance to the international sector. One way Big Lottery Fund can have more influence is by encouraging as many as possible ways for organisations to share information and learning about what works in programme delivery.

Changing the way BIG works

In the past, says Wanless, most of the evaluation and research effort at Big Lottery Fund was backward-looking, oriented to accountability and checking that money spent had had impact. While measurement of impact remains important, it is not, he says, the whole story – it is ‘necessary but not sufficient’. Learning about what works and what doesn’t can inform intelligent decisions about future funding, and also enable organisations and communities to improve their delivery of projects across the priority themes. This has a number of consequences for the way that Big Lottery Fund works.

Firstly, Big Lottery Fund needs to learn how to use its knowledge, information and learning better. Formerly, Peter explains, the work of different departments, the UK country offices, and the bits of research collected in various projects and programmes were all somewhat disconnected. Then there are individual enthusiasts across the organisation, and all sorts of research and knowledge being developed outside the organisation. ‘How do you ensure that all these are drawing on one another? How do you continue to encourage inventiveness and interest? We need to see learning as systemic and say to everyone – you have the opportunity and responsibility to contribute to learning of the organisation as a whole’.

For example, staff at Big Lottery Fund like to note that almost every item on the average Radio 4 Today programme could have a ‘BIG’ angle – whether it is poverty in Africa or knife crime, there is invariably a link to one or other BIG projects and programmes. How quickly can media and communications access that information? When anyone launches a new project or idea, what have they done to find out who else has relevant experience and knowledge? A culture of learning involves technological tools for knowledge management, but it is more about an attitude of mind.

Relevance to the international programme

The ‘journey to being an intelligent funder’ also affects the international programme. Wanless knows there was considerable nervousness among NGOs that Big Lottery Fund might drop its international work. The uncertainty did no harm, however, because the Bond response to the consultation reinforced Big Lottery Fund’s view and helped them respond to ‘voices out there



• Peter Wanless meets war veterans ©Big Lottery Fund

who ask why, when times are tough and money is short, are you spending money overseas?’ During the past three years the international programme has made 158 awards totalling £67 million to UK NGOs working in over 50 countries across the globe -- about 3% of its good cause funding. The new international programme will be developed in 2009-10 and re-launched during 2010-2011.

Big Lottery Fund is valued in the sector, Peter Wanless believes, for its flexible approach to funding and outcomes. Big Lottery Fund needs to be flexible to discuss what is being learned during a project – it’s not about ‘putting the money out and coming back at the end of the grant, there needs to be learning as you go through the life of a grant’.

Wanless admits that he is a bit of a newcomer to the international side of grant-giving, but was struck during the Bond consultation by the familiarity of the issues and challenges. He acknowledges some specific challenges – difficult contexts, the level of political and infrastructure uncertainties, all of which makes planning over 3, 4 or 5 years much more challenging. There need to be criteria for making the tough decisions for selecting organisations, and Big Lottery Fund needs to be confident of the ability of an organisation to do things well.

So, he would like to pull the profile of learning earlier in the grant assessment and grant-making process. The ability of an organisation to do ongoing learning and reflection during the lifespan of the grant may be one of those criteria – and that is likely to challenge the international sector to improve and demonstrate its own commitment to organisational learning processes and skills.

A wider view of learning

Learning, says Peter, is about ‘understanding and tracking the differences your activities are making, and identifying the learning not just in relation to the narrow or precise measure you originally signed up to but other things you have discovered along the way – both positive and less successful unintended outcomes. Big Lottery Fund is more interested in being responsive to by-products than a narrow definition of impact’. This can be difficult, he recognises, ‘It’s not easy to admit things have not gone as well as expected. We need to talk about how to create the culture for sharing those insights honestly with one another’.

Furthermore, in line with his grander vision of the importance and potential of learning and influence, and within resource constraints, Big Lottery Fund wants to encourage and facilitate organisations to get together and share learning with one another to maximise the difference that can be made across the priority themes.

As Big Lottery Fund re-examines its international funding, there are further questions to be answered: issues to do with sustainability, geography and culture. Peter Wanless wants to hear the views of Bond members as Big Lottery Fund’s journey to being.

Peter Wanless was interviewed by Vicky Cosstick.

Vicky Cosstick is a Bond registered consultant (and former journalist) who specialises in change and learning. She facilitates the Bond Peer Learning Groups and has been active in the Bond Organisational Learning Group since 2002.

For more information about the Bond Organisational Learning Group, log in to the members area of the website: www.bond.org.uk

European Parliament Committee on Development



Following on from the EU elections in June 2009, the MEPs that will sit on the European Parliament Committee for Development have been chosen. **Anders Dahlbeck** explains the role and importance of this committee, and how Bond will seek to influence it.

A brand new European Parliament, made up of 736 Members of the European Parliament (MEPs) from 27 different countries, representing almost half a billion Europeans, was elected in June 2009.

The European Parliament has now chosen which MEPs will sit on what European Parliament standing committees. One of those committees is the European Parliament Committee for Development, often referred to as DEVE.

The DEVE Committee is responsible for the promotion, implementation and monitoring of the development and cooperation policy of the European Union, including:

- Political dialogue with developing countries, bilaterally and in the relevant international organisations and inter-parliamentary fora
- Aid to, and cooperation agreements with, developing countries

- Promotion of democratic values, good governance and human rights in developing countries

The DEVE committee is also responsible for monitoring the Cotonou Agreement, the ACP-EU Partnership Agreement which the EU signed with African, Caribbean and Pacific (ACP) countries in 2000.

The committee

The committee has 30 members and 30 substitutes. Its new chair is Eva Joly, who represents the French Green Party. Eva Joly, a Norwegian born French judge, has spent much of her professional life fighting corruption and is famous in France for taking on corrupt politicians, banks and oil companies.

The UK has three members and three substitutes on the committee. The members are Nirj Deva (Conservative), Michael Cashman (Labour) and Bill Newton Dunn (Liberal Democrats).

Nirj Deva, who also sits on the European Parliament's sub-committee on human rights, and takes a great interest in the EU's trade relations with developing countries, as well as the human rights situation in Zimbabwe.

Labour's Michael Cashman, has previously served on the European Parliament's Civil Liberties Committee and has a keen interest in the role of civil liberties and human rights in development.

Bill Newton Dunn, a Liberal Democrat who has previously served as an MEP for the Conservatives, is interested in carbon emission reducing measures such as solar energy and ways of making energy transport more efficient. He is also advocating for a more democratic and transparent EU.

The UK substitutes on the committee are Linda McAvan from Labour, Emma McClarkin from the Conservatives and Fiona Hall from the Liberal Democrats.

The DEVE committee will have a busy agenda over the coming year, dealing with amongst other issues, climate change and the effects of the financial crisis on developing countries.

Bond to influence the DEVE Committee

Bond members and partner networks will actively target the DEVE Committee and its members in our lobby work, as will the pan-European confederation of development NGOs, CONCORD. Members of the Bond European Policy Group met with a number of UK MEPs on the DEVE Committee or with an interest in development related issues in July 2009 to present Bond and the UK international development sector's concern. Contact with, and lobbying of, UK MEPs will continue throughout the five year parliamentary period.

To find out more about this work or to get involved in Bond European Policy Group work, contact Romina Vegro, European Policy Officer: rvegro@bond.org.uk

CONCORD and its members, including Bond, has regular contact with MEPs from all countries. On 17 November 2009, CONCORD and its members from all EU countries are organising a mass lobby of MEPs in Brussels. This will consist of a number of NGO representatives meeting selected MEPs on the same day to lobby them on a variety of issues related to international development and climate change. The aim is to reach as many MEPs as possible with a broad range of messages to set the tone for the dialogue between civil society and MEPs regarding international development over the coming five years.

Written by Anders Dahlbeck, Bond European Campaigns Officer.

To participate in the 17 November 2009 mass lobby, contact Anders Dahlbeck, European Campaigns Officer: adahbeck@bond.org.uk



NGOs back new anti-bribery bill

A draft bill to improve the UK law on bribery and corruption has received strong support from NGOs.

The Parliamentary Committee which has been scrutinising the bill has received submissions from several Bond members and from the Bond Governance Group, all of whom welcome the bill as a crucial step in fighting corruption which undermines development.

However, some concerns have been voiced that NGOs might face prosecution for the proposed new offence of bribery of a foreign official. NGOs which make 'facilitation payments' in order to be able to carry out their business, or are faced with demands for payment to release hostages, could fall foul of the new law.

The committee recognised that those making these kinds of payments were often victims of extortion rather than perpetrators of bribery, but rejected the idea of making an exception in these cases, saying this would risk legitimising corruption. Instead, prosecutors would have discretion, backed by guidance

on the need for a proportionate approach and a concern for the public interest.

Failing to prevent bribery will also be an offence. It will be imperative therefore for NGOs to have policies in place to demonstrate that they have done all they can to mitigate the risks in this area.

The City of London Police, in anticipation of the new law, are preparing information on the extent and nature of corruption overseas, in order that businesses and NGOs can avoid committing these types of offences.

Bond will continue to monitor the implementation of the proposed bill, which is due to go before Parliament in the autumn.

For more information and to see the Committee's full report, go to the Business section of the Parliament website: www.parliament.uk. Click on 'Joint select committees' in the Committees section, then on 'Bribery bill'.



New guidance for international development charities on demonstrating public benefit

The Charity Commission has published guidance on how trustees of international aid and development charities should incorporate the new requirement to report on public benefit into their annual reports on activities from April 2008 onwards.

The guidance takes the form of an example annual report by a fictitious charity, with relevant sections highlighted. Under the new requirements, trustees must show the clear benefits of their work, which must be related to the charity's aims, and must also show how these are balanced against any potential harm arising from the work.

In the example report, aid dependency is noted as a potential concern. Benefits must be to the public, or a section of it, without undue restrictions. The requirement that people in poverty must not be excluded should clearly be straightforward for development NGOs, but must still be explained in the report.

To access the guidance, click on 'About Charities' then 'Public Benefit Reporting' on the Commission's website at www.charitycommission.gov.uk. Then see 'Aid Overseas' in the list of example reports.

Please contact Clare Palmer, Sector Advocacy Officer, at cpalmer@bond.org.uk to discuss these or other sector issues.



NGOs under threat in Zambia

A new bill before the Zambian Parliament threatens to severely restrict the rights of NGOs, both local and foreign. The NGO Bill was originally proposed in 2007 but withdrawn after protests by civil society groups – but their concerns have still not been addressed.

Under the proposed legislation, the Zambian Government dominated NGO Registration Board will have overarching powers to approve the area of work of NGOs, issue policy guidelines on harmonising their work with the national development plan, and advise on strategy and planning. The Government can ask NGOs to submit information on their activities within an unspecified time frame. Failure to submit the information can result in suspension or cancellation of registration.

All NGOs, including foreign and community based organisations, are required to submit themselves to compulsory registration which must be renewed every three years. Registration can be denied in the 'public interest', which is not defined in the Bill.

The Bill obliges NGOs to adopt a code of conduct and create a Council of NGOs to coordinate the activities of their peers on a number of issues – but significantly, requires the Council to align its policies and programmes with national security and public interest, open to definition by the Zambian Government.

Many Bond members working in Zambia are likely to find their autonomy threatened should this law be enacted, mirroring the similar problems in other countries such as Ethiopia, as reported in *The Networker* issue 84. Following the restrictive NGO law introduced there earlier this year, the Ethiopian Government has suspended the operations of 42 NGOs reporting on human rights abuses, claiming they were acting outside of their mandate.

See the CIVICUS website for more on global civil society space: www.civicus.org

Is climate change response central to your organisation's mission?



The Bond Organisational Learning Group describes some learning and questioning tools that explore an organisation's understanding of the relationship between its mission and its climate change response.

There are many current prompts for action in relation to climate change.

Whether you are a small or large organisation, you may be asking the question: 'Why and how should we plan our response to climate change?'. If you discuss and debate how the mission – the organisation's intention – is supported by its climate change response, then the activities that make up that response can be aligned.

This can be a very challenging process, especially when you start to think 'we have to explore the views of the board, senior team, staff, partners, users, and funders, what is our learning about how we have worked with change and challenges in the past, what is special about responding to climate change'.

A place to start is to explore this flow of statements with a chosen group:

- 1 global climate change is happening
- 2 it is having, or will have, a significant impact on the people we work with
- 3 it should be a priority for my organisation
- 4 it is recognised as a priority by the organisation
- 5 it is being addressed by my organisation in a joined-up way

Do some or all respondents say 'Yes' to each statement? Where does 'No' appear? These are closed questions - what do the responses tell you when you also explore Why? and How?

Are multiple perspectives recognised? Is there shared understanding?

To give a practical example, staff from UK charities used the four-quadrant model below to build on their responses to the flow of five statements:

Participants discussed where and why they located their organisation's current focus - taking into account the influence of both axes to select a quadrant or a specific point on the grid.

Next, participants agreed where they felt their own organisations should be operating in two years' time. They considered any change in position, and the drivers for that change, so the conversation moved from taking stock to exploring mission and strategy.

This conversation implies a further question:

'What does successful climate change response look like for us?'

To explore that, a team can ask further questions about the organisation's broad role in the new situation. One tool to try is to place your organisation on a climate change 'response continuum' with the following range:

from: 'we are going to stay with business as usual'

to: 'we will comply where we must'

to: 'we are looking for the opportunities to experiment with this new situation'

to: 'we are going to look forwards, and make sure we are resilient and fit to continue our work'

to: 'we are going to be looking outwards to be leaders in the new strategic context'

To agree where you want to be in terms of response, include a wide range of voices as you use these and other tools. In the aid and development sector, if climate change has been perceived as 'belonging' to programme-facing professionals, then how can senior teams and managers bring in the experience of other functions such as IT, Finance and Human Resources? How aligned are views across headquarters and local staff?

Climate change is a cross-cutting challenge, and activities need to be joined up across all departments and teams to build a whole-organisation response.

Our responses to climate change can be informed by areas of focus such as how we enable learning and knowledge management, the nature of conversations and 'voice' in our organisations, how we tackle systemic change and strategy, and our view of the future and the organisation's desired legacy - all these are related to organisation learning.

Good luck, and please share your successes, challenges and learning.

Written by Charles Whitehead on behalf of the Bond Organisational Learning Group.

This article develops a June 2009 discussion in the Organisational Learning Group. A summary of the discussion is on the Organisational Learning Group pages in the members' area of the website: www.bond.org.uk

For more information about the work of the group, please log in to the members' area of the Bond website and click on the link to the relevant group page.

Group spotlight

Latin America and Caribbean Group



Bolivia advocacy initiatives

The Bond Latin American and Caribbean Working Group is made up of around 30 organisations that work on the region. The aims of the group are to share learning and information and also to carry out important advocacy work to promote the interests of the poor in the region.



In the wake of an upsurge in violence in the east of Bolivia last September, the group approached the UK Government to raise concerns about attacks on indigenous peoples and local partner organisations and to ask the UK to support the democratic system in place and call for a peaceful resolution to the unrest.

As a result, a meeting was arranged with the Foreign and Commonwealth Office Minister for Latin America and representatives of the group. One of the outcomes of this meeting was a proposal to hold a roundtable meeting to share knowledge and experience of group member's work on the ground with UK Government officials.

The roundtable meeting, 'Focus on Bolivia: What are the Challenges and Opportunities in a Pro-poor Process?' was organised in July 2009 with participation from the UK and Bolivian governments, as well as members of the Latin American and Caribbean

Working Group and other NGOs. Prior to the meeting, a background document was prepared with contributions from twelve members of the group active in Bolivia.

The meeting was opened by Nick Roseveare, Bond Chief Executive, and began with presentations from the Bolivian Ambassador to the UK, Beatriz Souviron, and Stephen Townsend from the British Embassy in La Paz. This was followed by presentations from Bond members reflecting on key aspects of their work in Bolivia and how these relate to the pro-poor process which that country is currently undergoing. Presentations and the background document are available on the Latin American and Caribbean Working Group page in the members' area of the Bond website (log in required).

The meeting closed with a stimulating exchange in which the various participants highlighted themes of common interest, and Latin American and Caribbean Working Group members made suggestions for future engagement. Topics discussed included climate change, gender, racism and discrimination, the Bolivian government's new anti-poverty programme and human rights. All parties involved agreed to continue this dialogue in future meetings.

Written by Alex Tilley, Coordinator of the Bolivia Information Forum and member of the Bond Latin America and Caribbean Group Steering Committee.

For more information about the Latin America and Caribbean Group log in to the members' area on the website: www.bond.org.uk

Group meetings

Quality Group meeting

Thursday 8 October, 1:30pm – 5:30pm

Topic: Managing partnerships.

Please note: this meeting was originally due to be held in September.

Quality Group meeting

Wednesday 9 December, 1:30pm – 5:00pm

UKWN meeting

Thursday 22 October, time to be confirmed

Please register for these meetings on the Bond Groups pages in the members' area of the website. Sign in is required: www.bond.org.uk



Conflict Policy

Group update



The Bond Conflict Policy Group, after a long quiet period, met in August to start developing a new agenda.

Several Bond members had inputted into the DFID White Paper Consultation process over the summer, and felt that the time was now right to revitalise the Conflict Policy Group and that the White Paper itself and the Bond submission's chapter on conflict were useful starting points for discussing future advocacy activities for the group.

The first meeting was fruitful. The group started to map policy processes relevant to the remit of the group, and began defining strategic priorities for taking forward. An interim steering committee made up of members was also set up to actively develop the group's strategy with the rest of the group.

The group met for the second time in early September to continue developing its strategy, and an online community for the group has now been set up on the Bond website's members only area.

If you would like to get involved in the Conflict Policy Group at this exciting time in its development, or to find out more, please contact Eeva at esarkkinen@bond.org.uk

Join a Bond Group

If you are a Bond member, joining a Bond group enables you to work with other members on the issues that matter to you.

Log into the members' area to join a group, attend a meeting or access the latest information. If you have not yet done so, registering for the members' area is quick and easy.

Simply go to www.bond.org.uk, click on 'New user', and follow the instructions.



UK

DFID consultation on building support for development in the UK

Continuing its efforts to build public support for development, DFID has commissioned a series of review reports by consultants on how DFID should change its approach and programmes to build support for development in the UK. Comment on the recommendations set out in the review report is invited.

This consultation period is open until 23 October 2009.

All responses should be sent to: bsdr@dfid.gov.uk

Find more information can be found on the DFID website: www.dfid.gov.uk



Consultation on a refreshed Compact for Government-civil society relations

The Compact is an agreement that sets out guidelines for the relationship between Government and civil society organisations. A more effective Compact could improve the working relationship between NGOs and DFID, and Bond members are encouraged to have your say.

Respond on-line by 12 October 2009.

For more information on the Compact questions relevant to Bond members, see the Consultations page on the Bond website: www.bond.org.uk/pages/current-consultations.html

The State Opening of Parliament – Queen's speech outlining the agenda for the next parliamentary session

18 November 2009

Parliament returns from recess on 12 October but the official beginning of the parliamentary session will take place on 18 November with the Queen delivering a speech outlining the Government's proposed policies and legislation for the new parliamentary session, as well as a review of the last session.



EU

General Affairs and External Relations Council meeting

16-17 November 2009, Brussels

The General Affairs and External Relations Council (GAERC) meeting will be chaired by the current EU presidency holder, Sweden, on 16-17 November in Brussels. At the meeting, EU Development Ministers will finalise the EU position on climate change and development in advance of Copenhagen, and will discuss democracy building in EU's external relations, the impact of the financial crisis on developing countries, Policy Coherence for Development, and the Economic Partnership Agreements (EPAs).

The Bond European Policy Group and the Bond Development and Environment Group will be involved in lobbying activity ahead of the November GAERC meeting. All Bond members can get involved in influencing the conclusions of the GAERC meeting by joining these groups. To join, go to the members' area on the website: www.bond.org.uk



Lisbon Treaty Second Referendum

2 October

The Republic of Ireland will hold a second referendum on the EU's Lisbon Treaty on 2 October. The treaty, aimed at streamlining EU institutions, was rejected by Irish voters by referendum in June last year.

Under Lisbon, the six-monthly rotating EU presidency would be replaced by one that runs for two-and-a-half years, the way the EU develops and implements its external policies would be reformed and the European Parliament would gain wider powers.



International



International Day for the Eradication of Poverty

17 October

The International Day for the Eradication of Poverty is on 17 October. It will be used by people all over the world to stand up against poverty.

In the UK, Bond is supporting activists from over 15 organisations to meet MPs and prospective candidates in over 100 constituencies to show that international development matters and urge for action to be taken to fight poverty worldwide.

Read more about on the Campaigning pages: www.bond.org.uk/pages/masslobby.html

G20 Finance Ministers Meeting

7 November

Following the G20 Leaders Summit in Pittsburgh, G20 Finance Ministers will be meeting in November to discuss how to take the conclusions from the leaders summit forward.

The G20 Leaders Summit showed that governments are already going back to business as usual not demonstrating sufficient action to reform the international economic architecture and financial systems.

UK NGOs and academics are organising a counter conference on the 7 November in London which will discuss alternative models and new approaches to international economics.

More information is on the Policy page of the Bond website.



Good news for civil society funding in latest DFID White Paper

The recent DFID White Paper, *Eliminating World Poverty: Building our Common Future*, sets out the Government's plans for the resourcing of UK, and Southern civil society organisations (CSOs), including the expansion of Partnership Programme Arrangements (PPAs) to at least five new UK organisations by 2013.

The PPA approach, whereby high-performing NGOs are awarded secure, multi-year core funding, will also be extended to up to 10 exceptional CSOs in the developing world.

Additionally, DFID will double its non-humanitarian, central support for civil society to £300 million a year by 2013. Humanitarian core funding will increase by £5 million a year. Part of this increased funding will be a new Development Innovation Fund, targeting small scale work by individuals and community groups, as well as a recognition that faith groups and trade unions can make an important contribution to international development, alongside DFID's more traditional partners. Taking into account the challenges that the economic crisis and recession have had on UK NGOs, £50 million of this extra support will be frontloaded and available from the beginning of the next financial year (April 2010) in the form of new PPAs and the Development Innovation Fund.

At a meeting between Bond members and DFID on the White Paper, Secretary of State, Douglas Alexander, praised UK NGOs for their 'programme excellence, capacity for innovation and peerless influence and access on advocacy', citing these as reasons for the increased support for the UK's 'world class non-governmental sector' in the White Paper.

Responding to Bond's call to recognise the role of civil society and commensurate financial and political support, the rhetoric of the White Paper clearly indicates DFID's view that the work of civil society, be it charities, faith groups, trade unions or other types of organisation, is a vital component of a functioning state; their roles in holding governments to account and delivering services when states are unable or unwilling to are seen by DFID as part of a group of factors that will achieve lasting change.

Bond will continue to work with its members and DFID to ensure that UK civil society is supported and resourced appropriately to continue to deliver high quality work.

For more information on Bond's response to the White Paper go to www.bond.org.uk/pages/funding-for-civil-society.html or email Joni Hillman, Donor Advocacy Officer: jhillman@bond.org.uk

Learn with Bond

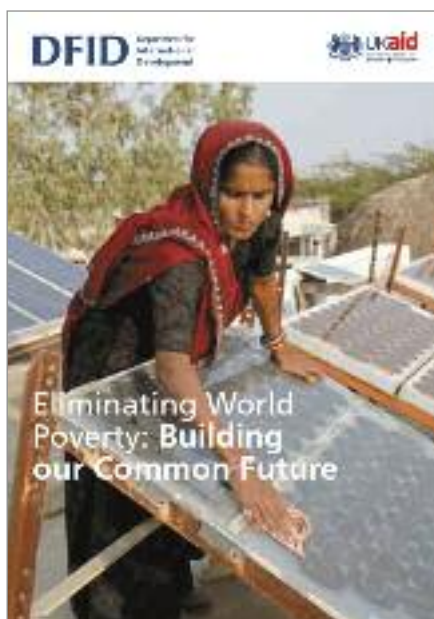
We are running several funding-related courses in October and November. Visit www.bond.org.uk/learn for more information.

Fundraising from institutions
21 October 2009

Fundraising from the public: supporter marketing
3-4 November

Fundraising for financial sustainability
24 November

Reporting on EC grants
25-26 November



Conservative Green Paper – what does it mean for funding?

The Conservative Party launched its Green Paper in July, with David Cameron, Leader of the Conservative Party, and Andrew Mitchell, Shadow Secretary of State for International Development, speaking to an audience of NGOs, private sector and the media.

The paper details ideas towards policy, should they win the next election. For fundraisers, the good news is that a Conservative DFID would launch a new £40 million per year Poverty Impact Fund, alongside the existing DFID fund portfolio; PPAs (partnership programme arrangements) would also be retained. The bad news is that matched funding is a stipulation in this proposal. A new approach, MyAid, would be launched, enabling the British public to have a greater say in how their tax revenues are spent by voting on which DFID and DFID-funded NGO projects should receive extra funding.

For more information on Bond's response to the Green Paper, go to the 'Policy news' page on the website.

For more information on the main UK political parties thinking on international development, see pages 8-9.

Bond contributed a collective submission to the Poverty Impact Fund consultation which can be viewed on the website:

www.bond.org.uk/pages/conservatives.html
For more information, please email Joni Hillman, Donor Advocacy Officer: jhillman@bond.org.uk

EC funding advice line

- Are you considering putting in a proposal to the EC?
- Are you managing an EC grant?

If so, our EC funding advice line can help.

For more information and to find out how to subscribe, email: funding@bond.org.uk



Development People

'The biggest barrier to full participation will always be attitudes and beliefs held by individuals'

Jill Flynn



• Veronica Ameza has been supported by ADD
© Action on Disability and Development

Jill Flynn, Chief Executive at Action on Disability and Development, believes that it is an 'inclusive' culture that would change the lives of disabled people worldwide.

Describe your role at Action on Disability and Development (ADD)?

I was appointed as Chief Executive in March 2009.

The focus of ADD has always been to strengthen a disability movement working as an ally in a 'rights based approach' with disabled people and their organisations. We celebrate our 25th anniversary in 2010 and over this period the disability movement, through the development of Disabled People's Organisations (DPOs), has changed in the socio-political contexts in the countries where ADD has worked. Now is the time to take stock of ADD's achievements to-date, and to critically reflect on how to move the organisation and its mission forward in a manner that is aligned to our original intent, but with a focus on adapting our approach

as the movement strengthens and evolves. We must remain relevant and adapt to the changing external environment in the most effective and efficient way possible while demonstrating value and working more collaboratively with stakeholders, whilst ensuring that disabled people remain the central driving force of all that we do.

You previously worked at South African National Council for the Blind, what inspired you to work in the UK sector, and for ADD in particular?

Having been involved in the disability movement and having built relationships with a variety of non-governmental organisations and I thought it would be a great opportunity to marry my knowledge, skills and experience and at the same time stretch myself as part of my own personal learning and development. As a disabled

person, who really believes in the potential of disabled people to stretch beyond their limitations and to make a contribution more broadly, my personal values and struggle is completely aligned with those of ADD.

What motivates you to go to work every day?

Making a difference and having the ability to contribute towards changing the world, but mostly what drives me is the hope that people's lives will be better through the work we do together.

I spent almost twenty years in the corporate sector and there were many career and learning opportunities but none of them would have given me the personal satisfaction and personal motivation that I derive from working as a part of the disability movement and the development sector.

What are you working on at the moment?

We are engaging at many different levels to develop a strategy which will best support us to be sustainable, to support our country programmes and our mission. We are investigating our structure and supporting processes and systems to improve effectiveness and efficiency. We are seeking closer collaboration with our funding partners and donors, and also with other development agencies to ensure self-representation by disabled people themselves and to ensure that the impact of our collective efforts can be better understood and reported on.

We are trying 'up-skill' and 're-skill' our management and staff to ensure that we are best equipped to meet the needs of our partners as the strategy for engagement evolves. I have been building a relationship with management and staff, with our partners in the international development sector, and with funders and donors.

What impact/outcome do you hope this will have?

I hope that ADD becomes 'leaner and meaner' in relation to its expanding global presence and as we work more directly with DPOs and as our footprint extends to ally with DPOs in countries where we know there is a need but don't have the resources required to support DPOs who would benefit from our partnership.

The ultimate impact of our work and our evolving strategy is a strong disability movement in all of the countries and continents where ADD has a presence. Not simply for the sake of mobilising people toward shared objectives, but where the change to the quality of individual disabled people's lives can be made visible.

What is the most challenging part of your work?

We face the same challenges as most in the international development sector:

- Getting the correct balance between restricted and unrestricted funding, and ensuring ongoing funding at the required level during these turbulent economic times
- Reporting on our achievements in a manner that articulates the 'value' in donor terms when working in a more systemic developmental way where statistics and quantitative measures are not our preference
- Motivating, retaining and managing a remote team of people all operating in very different contexts. I need to stay close enough to appreciate the day to day challenges that they face and ensure that staff remain linked in as one team
- Separating operational and strategic management is always a challenge, along with the need to continuously



• Grinding millet, stripping leaves, and shelling groundnuts © Action on Disability and Development

reassess and recalibrate plans to meet competing priorities

What is the biggest barrier to the inclusion of disabled people?

The biggest barrier to full participation will always be attitudes and beliefs held by individuals, sometimes informed by ignorance, fear, limiting assumptions, culture, religion, and so on. If the hearts and minds of people could be changed, disabled people would be full participants in all aspects of the diverse global society. The rights based approach seeks to inform, educate and sensitise people to the rights of disabled people to access equal opportunities in all areas of life.

There is no doubt that things are changing but the process of shifting culture is a long term process, and we need to keep challenging governments, individual attitudes and behaviors and in so doing begin to change the culture which 'excludes'. If disabled people are able to represent themselves as a member of a diverse society at each and every level then 'institutions' will adapt and change to be embracing of difference, accommodating to all and recognising that disabled people are able to live and contribute.

What lessons have you learnt from your career so far?

What I have mostly learned is how much I don't know and how much I still need to master – not just in relation to simple knowledge and experience, but in relation to my own behaviour understanding and unpacking my limiting assumptions about people and the world.

I have learned that if you believe in yourself and are willing to learn, if you are open to change, you can do almost anything you set your mind to do. Other people's limiting assumptions (like blind people cannot do this or that) are not nearly as disabling as your own limiting assumptions about what you can and cannot do, and can and cannot achieve.

Do you have a mentor or someone who has inspired you?

Many people in many different moments but I don't choose to follow the lead of any one person but I do try and learn from their experience and I do try to be the best that I can be, often failing, but always striving. I also try and surround myself with people who I can learn from, and people who I truly like and respect for what they bring into the world albeit not perfection, in fact it is more often their imperfections and my own imperfections that I learn the most from and this inspires me toward being a 'better' person.

Where would you like ADD to be in five years time?

I hope it is has a committed and appropriately skilled and experienced, diverse team of staff and management, good governance and a healthy set of shared values, an excellent reputation of an organisation with which people want to work, support, partner, collaborate and be associated with in whatever way.

Jill Flynn is Chief Executive at Action on Disability and Development.

For more information: www.add.org.uk





How can buying a bottle of spring water in a British supermarket help provide clean water in villages across Africa, while also enabling children to attend schools?

The profit generated from the sale of One Water is used to fund The One Foundation's unique roundabout powered water pumps – called PlayPumps. As children play on the roundabout, fresh clean water is pumped from deep underground into storage tanks for use by the community.

It's simple and it means children now go to school to get an education rather than wasting an average of five hours a day walking to collect water.

CCLA, itself a social enterprise, is well placed to offer products that meet the needs of the sector. This includes the easy access deposit account that The One Foundation has opened with CCLA.

Julie Devonshire, Finance Director of The One Foundation, says: "CCLA's deposit fund gives us a higher interest rate, which is perfect for us because it helps us generate more surplus to invest in our projects."

The One Foundation

The charity benefits from CCLA's carefully managed deposit fund for charities, which has a sole focus on the security of cash and consistently delivers competitive interest rates, currently paying **0.60% AER***

CCLA is authorised and regulated by the Financial Services Authority. *The Annual Equivalent Rate (AER) illustrates what the annual interest rate would be if the quarterly interest payments were reinvested in the Fund. The interest rate is variable. Interest rate as at 22 September 2009. The Deposit Fund has achieved a AAA/V1 money market rating by the credit rating agency FitchRatings, although deposits are not covered by the Financial Services Compensation Scheme.

Call us on **0800 022 3505**
www.ccla.co.uk

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