

<b>SECTION 1: SUMMARY PROJECT DATA</b>		
<b>1.1</b>	<b>CN reference number</b>	CN 2
<b>1.2</b>	<b>Project title</b>	Measuring and Improving UK NGO Effectiveness
<b>1.3</b>	<b>Country(ies)</b>	UK
<b>1.5</b>	<b>Partners</b> List all partners, putting the main partner first.	Network of International Development Organisations in Scotland (NIDOS)  The Coalition of Aid and Development Agencies in Northern Ireland (CADA)
<b>1.6</b>	<b>Project duration</b>	24 months

<b>SECTION 2: INFORMATION ABOUT THE APPLICANT</b>		
<b>2.1</b>	<b>Organisation name</b>	Bond is the lead organisation in the consortium.
<b>2.2</b>	<b>Office address</b>	Bond Regent's Wharf 8 All Saints Street London N1 9RL
<b>2.3</b>	<b>Web address</b>	<a href="http://www.bond.org.uk">www.bond.org.uk</a>
<b>2.4</b>	<b>General telephone number</b>	020 7837 8344
<b>2.5</b>	<b>General email address</b>	<a href="mailto:bond@bond.org.uk">bond@bond.org.uk</a>
<b>2.6</b>	<b>Main contact person</b>	Name: Nick Roseveare  Position: Chief Executive  Email: <a href="mailto:nroseveare@bond.org.uk">nroseveare@bond.org.uk</a>  Tel: +44 (0)20 7520 0251
<b>2.7</b>	<b>2nd contact person</b>	Name: Rob Lloyd  Position: Effectiveness Programme Manager  Email: <a href="mailto:rlloyd@bond.org.uk">rlloyd@bond.org.uk</a>

**SECTION 3: CAPACITY OF APPLICANT****3.1 EXPERIENCE**

**Please outline your experience in relation to the issues targeted in the proposal**

**Bond**, as the lead partner in a Consortium with NIDOS and CADA, has a long-standing commitment to improving the effectiveness of its members. UK development NGOs and the Consortium partners consider Bond well placed to lead this work. The proposed programme represents a continuation of Bond's work on developing the UK international development sector's effectiveness. Over the past year the Bond Effectiveness Programme has built up the engagement, momentum and contribution of over 50 NGOs for developing a sector-wide approach to managing and assessing effectiveness.

**NIDOS** is similarly well placed, having worked for the past four years on building effectiveness amongst organisations in Scotland, with over 40 member NGOs participating in the development of their recently launched pilot Effectiveness Self-Assessment Tool tailored for small NGOs, with input from Bond.

While **CADA** does not currently conduct activities on supporting its members to improve effectiveness, its 23 members are keen to benefit from Bond and NIDOS collective experience in this area and being involved in the development and application of common Frameworks, tools and resources for improving UK NGO effectiveness.

**3.2 FUNDING HISTORY**

**Please provide a brief summary of your experience with projects of this size and scope**

Bond has recently successfully delivered on a major long-term programme grant from the Big Lottery Fund of £750,000 over three years. The Bill and Melinda Gates Foundation recently funded Bond through a grant of £166,000 for a one year Millennium Development Goals project and is currently considering a proposal for longer term funding. Bond received project specific funding from DFID including for both EU work and for Effectiveness work as an addendum to our most recent Strategic Funding Agreement which, as a result, totalled £1,157,608 over two years. DFID has been funding Bond to ensure that mutual strategic aims for the sector are met, since 1993. All of this funding has been managed in accordance with the Charity Commission Statement of Recommended Practice, and has been fully evaluated and the reports are available in the public domain on the Bond [website](#).

NIDOS has managed grants from the Scottish Government since 2005 including £132,000 in 2010. £72,000 of this was specifically to develop and pilot the Effectiveness Self-Assessment Tool and to run outreach to secure engagement.

CADA is hosted by Concern Northern Ireland and therefore does not manage grants directly or employ staff. Events and activities are currently funded by contributions from member organisations which total c.£4,000 a year.

<b>3.3</b>	<p><b>FRAUD</b></p> <p><b>Are you aware of any fraudulent activity within your organisation within the last 5 years? How will you minimise the risk of fraudulent activity occurring in future?</b></p>
	<p>No. All Consortium members have systems in place to minimise the risk of fraudulent activity; notably, signatories are required to ensure that all expenditure is in line with agreed budgets and we require evidence of expenditure prior to paying expenses.</p>

#### **SECTION 4: PROJECT BUDGET**

Note that this should be a summary extracted from the full budget submitted together with this application which must be presented in DFID financial years (1<sup>st</sup> April - 31<sup>st</sup> March).

<b>4.1</b>	<b>Total Project Budget</b>	£414,007
<b>4.2</b>	<b>Total funding requested from DFID</b>	£239,498
<b>4.3</b>	<b>Funding requested from DFID in year 1</b>	£119,530
<b>4.4</b>	<p><b>If you have approached other donors for funding for this project, please give name of donors, reference number, and status of application. Please also list any contributions of your own.</b></p> <p>Given the importance of NGO ownership to the success of this work, Bond members have made substantial contributions from their own unrestricted financial resources to the Programme, over and above the annual Bond core membership fees. In the first year of the Effectiveness Programme, members contributed £30,000, while in 2011/12 voluntary contributions stand at £62,000 and rising. This increase in financial contributions is a reflection of NGO Chief Executives' growing confidence in and ownership of the programme. The Consortium has also secured a small amount of financial support from Comic Relief (£20,000) to resource expert technical inputs into one specific component of the programme: the Framework of common indicators and assessment methods).</p> <p>NIDOS has secured a grant of £126,103 from the Scottish Government for the coming financial year which will cover the staffing costs associated with this work. Therefore NIDOS has requested that g from DFID would cover activities and enable a higher involvement of members in Scotland. NIDOS will also be generating income from members for this work over the year (projected input of £5,000 from NIDOS members into this project).</p>	

#### **SECTION 5: BASIC INFORMATION ABOUT THE PROJECT**

<b>5.1</b>	<p><b>ACRONYMS</b></p> <p>Please list all acronyms used in your application and explain them in full. Please list acronyms in alphabetical order.</p>
------------	---

	<p>BEP Bond Effectiveness Programme</p> <p>BOAG British Overseas Aid Group [ActionAid, CAFOD, Christian Aid, Oxfam, Save the Children]</p> <p>CADA Coalition of Aid and Development Agencies within Northern Ireland</p> <p>EFQM European Foundation for Quality Management</p> <p>HAP Humanitarian Accountability Partnership</p> <p>M&amp;E Monitoring and Evaluation</p> <p>NGO Non-Governmental Organisation</p> <p>NIDOS Network of International Development Organisations in Scotland</p> <p>PQASSO Practical Quality Assurance System for Small Organisations</p>
5.2	<p><b>BRIEF DESCRIPTION: 1 sentence</b></p> <p>The programme involves Bond, NIDOS &amp; CADA (the Consortium) leading a process with its members to ensure UK NGOs are able to prove and improve their contribution to poverty reduction.</p>
5.3	<p><b>PROJECT SUMMARY: maximum 10 lines</b> - Outline the overall aim of the project, the expected outcomes, what change the project is intending to achieve and who will benefit.</p> <p>The overall goal is to create real incentives for UK NGOs to deliver greater long term impact to those living in poverty. The specific contribution of the programme is to <b>ensure that UK NGOs are global leaders in demonstrating their contribution to poverty reduction</b>, having the necessary capacity and incentives to continually improve performance through the application of <b>practical, innovative approaches to measuring, managing and reporting effectiveness</b>. The expected outcomes are: agreement to, and <b>implementation of two sector wide common frameworks</b> for measuring effectiveness; strengthened <b>skills and knowledge to manage effectiveness</b>; and <b>an enabling environment</b> that encourages and supports UK NGOs to improve effectiveness. The primary <b>beneficiaries</b> are UK NGOs, of which a high proportion are small to medium sized and have identified that they require support in this area.</p>

<b>SECTION 6: PROJECT RATIONALE</b>	
6.1	<p><b>PROBLEM TO BE ADDRESSED</b></p> <p>What problem will this project address? How was the problem identified? How will your project address the problem?</p> <p>UK NGOs struggle to provide rigorous and consistent evidence of the contribution they make to poverty reduction. This undermines performance-based decision making, weakens learning and effectiveness, and ultimately feeds public scepticism towards international development, as demonstrated in a recent Bond report, <a href="#"><i>Finding Frames: New ways to engage the UK public in global poverty</i></a>.</p>

Research and analysis of the Bond membership on quality and effectiveness between 2006 and 2010, and the NIDOS membership since 2008, has consistently identified weaknesses in M&E, impact evaluation and transparency as barriers to improved performance and areas where there is a need to develop sector practice. A recent Bond survey for example, indicated that 74% of respondents needed support in assessing and demonstrating their impact.

The emphasis currently being given to the results and value for money agendas within international development by funders, public and the media provides a unique opportunity for the Consortium to lead UK NGOs in tackling these long recognised weaknesses in the sector. Attention among UK NGOs to issues of effectiveness has never been so great. The Consortium is excellently placed to capitalise on this energy and channel it into developing a sector wide, commonly owned understanding and approach to measuring and managing effectiveness that reflects the distinctive contributions NGOs make to international development. To this end the Consortium will lead and facilitate their members to undertake three interlinked streams of work:

- 1. Develop agreement, and support implementation of, two commonly owned sector wide frameworks for improving effectiveness:**
  - a) A ground breaking framework of common indicators and assessment methods** designed to improve the rigour and consistency of how NGOs measure and demonstrate effectiveness depending on their strategies for change (direct service delivery, advocacy and campaigning, enterprise development, and/or capacity building) and thematic area of work (markets and livelihoods, governance and accountability, health and HIV/AIDS, rights and empowerment, education, infrastructure services, care and protection, and environmental sustainability). The framework will define what an organisation should assess, how it should be assessed, and what should be reported to whom and how.
  - b) An innovative online effectiveness self-assessment and resource portal** that enables benchmarking between UK NGOs, and helps them to improve their internal capacities for effectiveness by identifying strengths and weaknesses and providing tailored signposting to relevant resources to address specific capacity gaps.
- 2. Build the necessary skills and knowledge among UK NGOs** to support the use and implementation of the self-assessment and the Framework of common indicators for improving effectiveness. This will be achieved through the delivery of high quality training, facilitating peer learning and support, developing guidance notes and how to guides on issues such as value for money, supporting the piloting of new approaches to measurement and developing and sharing good practice case studies.
- 3. Create an enabling environment across the UK NGO sector that encourages and supports organisations to improve their effectiveness.** This will be achieved through focused engagement with senior managers of NGOs and funders of UK NGOs to build support for the use of the effectiveness frameworks; advocating for a more consistent and transparent disclosure of data as a means of driving improvements in performance; and encouraging benchmarking as a means of encouraging peer learning and stimulating pressure for improving effectiveness.

**6.2 TARGET GROUP (DIRECT BENEFICIARIES)**

Who are the direct beneficiaries? How many people are they and how have you determined this number? Please provide an absolute number (e.g. 300 children rather than children in 3 schools) plus a breakdown by age and gender. How were the target group identified? Why were they selected? What consultation has been undertaken with the target group in designing your project?

	<p><b>The primary beneficiaries are the 484 member NGOs of the Consortium, of which a high proportion are small to medium sized organisations and have identified that they require support in this area.</b> They make up over 80%, 70% and 25% of Bond, NIDOS and CADA’s membership respectively, and have a combined development budget of in excess of £330million. We estimate that this group employ at least 3,000 people in the UK, often supporting staff and volunteers internationally and managing multiple areas of work, meaning a frequent lack of dedicated capacity and resources to improve effectiveness and provide evidence of their impact on the lives of those living in poverty. A recent Bond survey identified ‘time and resources’ and ‘lack of technical expertise’ as the most significant challenges to improving effectiveness. By developing collective tools and common frameworks for improving effectiveness and supporting their implementation, the Consortium is providing an important service to its members and significant economies of scale.</p> <p>Key to the success of the programme is the ongoing involvement of UK NGOs in the development of the common tools and frameworks. This has been a key principle of Bond’s and NIDOS’ effectiveness programmes since their inception in 2009 and 2008 respectively. Together these two programmes currently have 94 NGOs actively engaged in shaping the frameworks and tools being developed.</p>
<p><b>6.3</b></p>	<p><b>TARGET GROUP (INDIRECT BENEFICIARIES)</b></p> <p>Who are the indirect (wider) beneficiaries? How many people are they and how have you determined this number? As above – please specify absolute numbers if possible.</p>
	<p>The links between Bond, NIDOS and CADA and poor and marginalized women and men are mediated through their members, and their members’ partners. The programme provides <b>an essential link in the results chain by creating the enabling conditions which are necessary for NGOs to have a sustained and positive impact on poverty.</b> The programme will strengthen the capacity, rigour and consistency with which NGOs measure and manage their effectiveness; in so doing, NGOs will have strengthened capacities to learn from and identify what has been effective in supporting poor and marginalised men and women to make positive and sustainable changes to their lives. Such evidence will enable organisations to identify successful models for poverty reduction, and inform future programme design and implementation.</p> <p><b>Donors to UK development NGOs</b> (this includes Baring Foundation, Big Lottery Fund, Comic Relief, DFID, Diana, Princes of Wales Memorial Fund, Nuffield Foundation, Bill and Melinda Gates Foundation, Sainsbury Family Charitable Trusts, Wellcome Trust, EU agencies) will benefit from the programme through greater consistency and improved comparability between NGOs on how they demonstrate effectiveness. Through the implementation of common performance indicators, funders will be better placed to compare effectiveness across their portfolio of grantees and identify high performing organisations. In addition, the online effectiveness self-assessment will provide funders with a common tool to understand strengths and weaknesses in grantees’ capacities and inform capacity support for improving effectiveness. Likewise, the online resource portal will be a common resource that funders can direct grantees to for sign posting to appropriate tools, approaches and initiatives for improving effectiveness.</p> <p>Other <b>NGO national networks and their members</b> will have access to the online portal and will therefore benefit from the resources that are collected. We are already also discussing with NGO platforms such as CONCORD (EU), Partos (Netherlands) Coordination Sud (France) and InterAction (US) on the use of the common indicators framework for their contexts, which will also be freely available online.</p>

<p>6.4</p>	<p><b>LESSONS LEARNED</b></p> <p>What lessons have you drawn on (from your own and others' past experience) in designing this project?</p> <p>The approach taken in this programme draws from the Consortium's extensive experience of developing the capacity among its membership through tailored training, peer learning and the development of resources. Bond has delivered training and other learning support to UK NGOs since 1993, and has extensive technical expertise and a sound reputation as a provider in this area. From 2008-10, Bond's training programmes provided direct knowledge and skills development to almost 1,000 learners, and NIDOS' to over 200. The quality of Bond training courses on NGO Effectiveness have been rated nine out of ten over 2009-11.</p> <p>Members of the Consortium have also consulted widely with their own member organisations, other NGO platforms and existing effectiveness initiatives to ensure the programme builds on existing experience of how best to drive improvements in sector wide performance and build consensus around sector wide frameworks. Bond commissioned independent research in 2010 into the experiences of 11 effectiveness initiatives from both the NGO sector (HAP, People and Aid, PQASSO) and the corporate sector (ISO 9000, EFQM) to inform the development of its own frameworks. The findings highlighted a number key points:</p> <ol style="list-style-type: none"> <li>1. In light of the plethora of tools, frameworks and initiatives in the NGO sector, there is a need for an overarching effectiveness framework that draws existing resources together, shows the linkages and overlaps between them and steers organisations to the ones most relevant to their individual needs.</li> <li>2. The focus of existing effectiveness initiatives within the NGO sector is primarily on the systems and procedures that support effective work, as such they focus on process indicators, none identify outcome and impact indicators, despite this being the area where most NGOs struggle.</li> <li>3. In order to encourage the uptake of any framework, Bond should look at a range of mechanisms for incentivising and supporting its use including creating spaces for peer learning and support, developing a range of support products such as tools, guides, case studies and training, and engaging donors in its development and promotion.</li> </ol> <p>Finding 1 has influenced the design and content of the online effectiveness self-assessment and resource portal, while finding 2 has formed the basis for the Im-Prove it! Framework. Finding 3 has influenced the approach being taken to build skills and knowledge within the sector and in creating an enabling environment for effectiveness.</p>
<p><b>SECTION 7:PROJECT DESIGN</b></p>	
<p>7.1</p>	<p><b>APPROACH AND EFFECTIVENESS</b></p> <p>Please provide details on the project approach (or methodology) to address the problem you have defined. You should also justify why you consider this approach to be the most effective way in which to reach the project's purpose. Please justify the timeframe and scope of your project.</p> <p>The programme involves three interlinked streams of work: developing <b>common effectiveness frameworks, building skills and knowledge</b> for improved effectiveness and creating <b>an enabling environment</b> for improved effectiveness across the sector. Each is an essential component of strengthening UK development NGOs' effectiveness.</p>

1. **Developing agreement among UK NGOs on common effectiveness Frameworks** will provide a common language across the sector in relation to performance, and a common resource for small and medium sized agencies that may lack the capacity to develop bespoke frameworks themselves. The **effectiveness self-assessment and online resource portal** will provide members with a flexible yet structured way of identifying strengths and weaknesses in their ability to be effective, inform capacity development plans and provide the basis for monitoring capacity building efforts. Being online, it will also allow organisations to compare and benchmark their scores with peers. This data will form the basis for facilitated learning between NGOs, and be used to generate positive pressure between organisations to improve performance (see point 2 below). The **Framework of Common indicators and assessment methods** is a tool designed to improve the rigour and consistency of how NGOs measure and demonstrate effectiveness. This is an area where UK NGOs have consistently struggled to improve practice. Depending on an organisation's strategies for change (see 6.1, 1.a above) and thematic area of work (see 6.1, 1a above) the framework will define **what** an organisation should assess, **how** it should be assessed, and what should be **reported**, to whom and how.
2. In **supporting UK NGOs to develop the skills and knowledge for improved effectiveness**, the approach taken will combine a mix of resource development, one-on-one or peer support, and learning and training. To support implementation of the effectiveness self-assessment, a **process guide** will be developed that outlines the steps organisations should take in conducting the self-assessment, who to involve, what evidence to use, how to develop an improvement plan etc. This will be accompanied by an **online training module** on how to use the web platform, resource portal and the benchmarking function. To encourage early adoption of the tool, **consultancy support** will be offered to a limited number of organisations to facilitate the self-assessment process and provide support in developing an improvement plan. Longer term, a **mentoring system** will be established where new users of the self-assessment will be paired with those already familiar with the tool. The **online resource portal** will serve as an important point of ongoing information and support for improving effectiveness. Based on the results of the self-assessment, organisations will be signposted to the tools, approaches and training most appropriate for addressing their specific capacity gaps. To encourage the use of the benchmarking function and to encourage organisations to take advantage of what this offers in terms of learning and improvement, **benchmarking groups** will be established. These will be composed of groups of NGOs that are committed to improving effectiveness and want to use benchmarking data as the basis for structured learning and sharing with peers. Aggregating the results of individual organisational online self-assessments will also inform the Consortium of common capacity gaps in the sector and shape ongoing sector wide **training** on NGO effectiveness.

To build the skills and knowledge of UK NGOs to improve the consistency and rigour of how they measure and report effectiveness, the programme will develop **guidance notes** on how to use the framework of common indicators and an **online training module** to accompany this. **Peer groups** structured around the eight thematic areas of the common indicator Framework will provide support on implementing and sharing experience on measuring effectiveness in different sectors. Innovative data collection tools and assessment methods identified in the course of developing the Framework will be showcased through how to guides. A small amount of funding will also be provided to organisations to support and incentivise the piloting of new approaches to measurement. The 30 **tracker studies** that are to be conducted as part of the programme's monitoring and evaluation system will also provide a rich source of learning and experience for the sector, particularly in understanding the conditions and factors which link improved systems for effectiveness to improved outcomes and impact. These studies will be disseminated widely within the sector.

In building skills and knowledge for improved effectiveness, a particular emphasis will be given to value for money. This is an area where many UK NGOs are currently struggling. The

programme has already convened a series of workshops on this issue, and will be establishing a working group to lead on integrating value for money into the two Frameworks being developed, and to serve as a space for sharing learning and mutual support on implementing different value for money methods. Within the first six months of the programme, UK NGOs will produce a background paper to support the sector in improving value for money.

**3. Creating an enabling environment for improved effectiveness**

While providing frameworks and building skills and knowledge is important, in order to be a success the programme needs to create an environment in which UK NGOs are strongly encouraged to improve their effectiveness. To do this, the programme will focus on **engaging donors, influencing NGO leaders and encouraging transparency**. As funders of NGOs, donors play a key role in incentivising improved effectiveness. The programme will actively engage them in the development of the Frameworks and encourage them to promote their use among grantees. Senior managers and trustees of NGOs have a similarly important role in driving organisational change and improving performance. The programme will specifically engage senior managers of Consortium members through the BOAG group, International Programme Directors, Directors of Small NGOs, and the Leaders’ Series. Together these groups convene leaders of close to 200 organisations every four to six months to debate and share learning on issues of strategic significance; they are ideal spaces to engage meaningfully with this key constituency, and to enable a shared and robust understanding of effectiveness and the Frameworks to be developed. Lastly, the programme will seek to motivate UK NGOs to invest in and improve effectiveness by encouraging greater transparency of performance across the sector. By improving the quality and accessibility of information available to stakeholders about NGO effectiveness, the programme seeks to create an environment in which it is easier to scrutinise organisations’ activities and to hold them to account for their performance. The Consortium’s proposal on ‘Implementing Standards of NGO Transparency’ will play a key role in realising this objective, as will the role of sector benchmarking through the online effectiveness self-assessment.

**Timeframe:** - The proposed programme of work will run for 24 months. The first year will be used to finalise the development, piloting and revision of the effectiveness tools and frameworks. The second year will be used to work with UK NGOs to support implementation and develop and integrate activities into ongoing activities of Consortium members.

**7.2 VALUE FOR MONEY**

It is important that projects provide good value for money. Please explain in what way your proposal will offer the maximum benefit for the resources requested. What alternative approaches could have been applied and why have they been ruled out?

The requested resources from DFID represent only 58% of the total project costs, which are being covered by contributions already made by members and the Scottish Parliament’s funding of NIDOS. Member contributions to date exceed £62,000 and include those from: Action Aid UK, Care, CAFOD, Christian Aid, EveryChild, Islamic Relief, Mercy Corps, Oxfam GB, Plan UK, Practical Action, Save the Children, Sightsavers, Wateraid and World Vision. Overall, the cost base is comparatively low in relation to the potential spread of benefits and national and international reach of the project. Specifically the proposed programme of work offers value for money in two ways:

**1. The multiplier effect of working through membership organisations**

By supporting the Consortium to coordinate and lead the sector in defining a common approach to measuring effectiveness, DFID is funding one initiative to mobilise 484 organisations around a

	<p>collective agenda. An independent external evaluation of the Bond/DFID PPA indicated the value of this approach: “[...] <i>Bond’s capacity to leverage the efforts of its members and UK development NGOs more broadly provides a “multiplier effect”. In this respect, Bond represents a return on investment in terms of its capacity to leverage the activities of others and influence the quality and effectiveness of these activities.</i>”</p> <p>In addition, by developing collective tools and common frameworks for improving effectiveness and supporting their implementation, the Consortium is providing significant economies of scale. Many smaller and medium sized Consortium members lack the capacity to develop bespoke effectiveness frameworks; the programme is developing common resources that they can draw on and adapt as necessary.</p> <p><b>2. Cost efficiencies in key areas of programme spend</b></p> <p><b>Salaries</b> represent the largest portion of programme spend. It would not be possible to deliver the programme without the current Programme Manager and Programme Administrator at Bond, or the NIDOS Coordinator and Good Practice Officer which are being funded by the Scottish Government. As a recent external evaluation states “[...] <i>Bond salaries are fixed within a salary scale identified by Croner Reward using their extensive database; the external benchmark is the median of the charitable sector with a similar profile to Bond in terms of income, number of employees, and location.</i></p> <p><b>Consultancies</b> represent the next highest spend for the programme. While considerable work is undertaken through the in-kind contributions of members’ knowledge and expertise, there are certain points in the process where additional expert capacity is required. We are fortunate to be receiving £20,000 from Comic Relief towards the costs of consultancies and, where we would need to commission work, the process used by Bond would be an open tendering process to ensure competitive pricing in accordance with our policies.</p>
7.3	<p><b>BENEFICIARY INVOLVEMENT</b></p> <p>Please specify how the project beneficiaries will be involved in the implementation, management and monitoring of the project.</p> <p>Ongoing consultation with and involvement of UK NGOs in the programme are key to its success. <b>UK NGOs are involved in management through a programme steering group</b> that provides strategic oversight of the programme. Current members include: VSO, Sightsavers, Toybox, Stars Foundation, Islamic Relief and One World Trust (including several Chief Executives). <b>Members are involved in implementation through technical working groups</b> that oversee the development of each of the two frameworks. The group overseeing the Framework of common indicators is composed of: Cafod, Christian Aid, EveryChild, Leonard Cheshire Disability, Womankind and NIDOS (also including both technical experts and Chief Executives). Additional groups are also being established around the eight thematic areas of the Framework (see 6.1, 1a above) to lead in the identification of common indicators and assessment methods. The group overseeing the effectiveness self-assessment includes: SelfHelp Africa, Tree Aid, International Child Care Trust, ActionAid UK, Concern Universal and Toy Box (including several Chief Executives). Additional groups will be established for piloting each of the frameworks. <b>Members are involved in monitoring</b> through participation in post-event evaluation and an annual effectiveness survey of UK NGOs; a sample will also be involved in tracking changes in their capacities for effectiveness through a self-assessment tool and in investigating how investments in effectiveness systems are influencing outcomes through a number of tracker studies.</p>
7.4	<p><b>OTHER AGENCIES (WIDER CONTEXT)</b></p>

	<p>What other agencies, including Government are involved in the areas where this initiative will take place and how will you work with them? How will the project address gaps, complement other initiatives and avoid duplication?</p> <p><b>The programme is closely linked with other initiatives addressing issues of NGO effectiveness.</b> Bond commissioned independent research in 2010 to identify where it can add greatest value to these (see 6.4 above for details on recommendations).</p> <p><b>Both Bond and NIDOS actively seek the involvement of other actors</b> at different stages in the development of the programme. For example, the NIDOS Effectiveness Tool and the Effectiveness self-assessment are both directly informed by and consistent with the Istanbul Principles on CSO Effectiveness and show clear links to other initiatives, such as the Disasters Emergency Committee Accountability Framework, HAP, People in Aid and PQASSO. In addition, the programme already engages, and will continue to engage, a range of other actors on specific effectiveness themes. We have run training on Value for Money with the New Economics Foundation, on Impact evaluation with 3ie and subsidised members to join Keystone’s partner accountability survey. We are also in contact with Charities Evaluation Services and New Philanthropy Capital on their experiences of developing frameworks of common indicators. The programme will also continue to share learning and experience with other platforms to avoid duplication and capitalise on synergies.</p> <p><b>The programme will continue to engage with DFID on relevant aspects of the effectiveness agenda, including value for money, transparency, demonstrating results in governance work, and evaluation standards for the NGO sector.</b></p> <p>The Consortium is actively engaging funders of UK NGOs in the development of the frameworks. Comic Relief, Sainsbury’s Charitable Trust, Diana, Princess of Wales Memorial Fund, Baring Foundation and the Nuffield Foundation are all currently involved in the effectiveness programme in different ways. The Scottish Government is very supportive of NIDOS’ work on effectiveness and will work to ensure that organisations in Scotland engage with this project.</p>
7.5	<p><b>SUSTAINABILITY</b></p> <p>What are the prospects for the benefits of the project being sustained after the funding stops?</p> <p>This section should also explain why the timeframe you have specified for the project is sufficient to reach the project’s objectives and how it will support the achievement of sustainability.</p> <p>It is envisaged that the staffing levels and associated project costs in the current period will not be required at the same level at the end of the funding period. Over the life of the programme we expect to build the frameworks and activities to support their use into the existing work of the Consortium members. <b>Bond intends to integrate the Im-Prove it! Framework and the effectiveness self-assessment into the Bond Statement of Principles, thus making their use a membership requirement.</b> NIDOS will train freelance mentors, who will be available at the end of the project period to assist Scottish NGOs to use the tools. The networks and relationships built between organisations through the peer groups would continue to provide support on implementation of the tools beyond the life of the programmes. <b>Similarly, an introduction to the tools and the importance of building the effectiveness of the sector will be built into the induction of all new members of the three Consortium partners</b> and the informal mentoring of new members by those who have used the tools will encourage uptake. In addition, the Learning and Training teams at Bond and NIDOS will use the results of the self-assessment to identify evolving sector needs and develop appropriate training to provide capacity support in areas of weakness. Bond also works closely with the Quality Group, a member run initiative, which has been in existence since 2006 and is working with the group’s chair on how implementation of the common</p>

indicator Framework and the wider agenda of strengthening how NGOs measure and demonstrate effectiveness can be taken forward.

The first year of funding requires a substantial level of inputs to build on the momentum already established and complete both the frameworks. The second year of funding will be focused on building the skills and knowledge and creating the necessary incentives and support structures that will ensure the implementation of the frameworks beyond the life of the programme.

## SECTION 8: PROJECT MANAGEMENT

### 8.1 PROJECT MANAGEMENT

Please outline what are the project implementation and management arrangements for this project.

*Note: This should include:*

- *A clear description of the roles and responsibilities of each of the partners. You may wish to include as an appendix an organogram of the project staff showing which staff are part of which partner organisation and how the partners relate to each other.*
- *A clear description of the added value of the each organisation within the project.*
- *An explanation of the human resources (number (in full- time equivalents), type, skills, background, gender, nationality) required. You should specify whether these are new resources or are already in place.*
- *An outline and justification of the material inputs (equipment) required for the project.*

#### **Added value of the Consortium**

There are two major benefits of the Consortium: reach and coherence.

1. **Reach:** Small and medium-sized organisations are widely dispersed across the UK, and many have limited resources. Local networks can be better suited to meet some of their needs. The Consortium achieves a greater reach for information, training and learning than any one network alone.
2. **Coherence:** Scarce resources cannot be wasted duplicating activity. Benefits of Consortium working can already be seen in the stronger collaboration and alignment between Bond and NIDOS on the Effectiveness agenda and the extension of this work to Northern Ireland.

#### **Roles, responsibilities and added value of each Consortium member**

**Bond** is the largest of the three partners with a membership of 370 organisations. It has the majority of dedicated capacity for moving forward the programme, with two existing staff positions (Effectiveness Programme Manager and Programme Administrator) and will manage the funds on behalf of the Consortium. Bond staff working on the day to day activities to move the development of the effectiveness self-assessment and the Framework of common indicators forward (e.g. conducting background research, synthesising member feedback, developing background documents and managing any consultants) will work in close collaboration with NIDOS and CADA on this. Bond is responsible for facilitating the engagement of their members in the development of the Frameworks and providing support to implementation. Because of the limited capacity of CADA, Bond will support CADA in engaging its members in the development of the Frameworks and helping it establish structures that support implementation. Ten percent of Bond programme staff

time has been dedicated to offering additional support to CADA.

**NIDOS** has a membership of 91 organisations. It plays an important role in the programme, both feeding in its experience of piloting its self-assessment tool, particularly in relation to uptake by small and medium-sized organisations and the challenges they face, and active involvement in the development of the Framework of common indicators and assessment methods. This will be done both through the BEP quarterly meetings and through direct input. NIDOS will enable member engagement in the consultation and development of the Framework, particularly in the three sectors where a significant numbers of its members are engaged (Education, Health and HIV/AIDS, Livelihoods and Markets). NIDOS will also facilitate, with support from Bond where needed, information sessions and peer sharing sessions in Scotland in relation to testing and promoting the common indicators framework, disseminate information on effectiveness resources, and run training on M&E. The NIDOS Coordinator will be a member of the working group leading the development of the Framework of Common Indicators and assessment methods and a member of the Programme Steering Group

**CADA** has a membership of 23 organisations. CADA is hosted by Concern Northern Ireland and does not have staff dedicated to the network itself so their capacity to engage with the programme is more limited than Bond and NIDOS. CADA events and activities, for example, are currently funded by contributions from member organisations which are approx. £4,000 a year. Yet, CADA members are eager to input and benefit from the programme. To this end, CADA's role is specifically to communicate and promote the work that Bond and NIDOS are doing, enable CADA members to engage in the development of the Frameworks and, with the support of Bond, establish structures for supporting implementation which are appropriate to the Northern Irish NGO context. CADA members will be involved in piloting the effectiveness self-assessment tool and participate in task groups taking forward the common indicators Framework. The CADA Chair will be a member of the Programme Steering Group and a member agency will be a member of the working group leading the development of the Framework of Common Indicators and assessment methods

## SECTION 9: MONITORING, EVALUATION, LESSON LEARNING

**9.1** How will the performance of the project be monitored? What baseline information will you collect initially against which to show progress, how will you demonstrate progress (identifying interim indicators or milestones) and how will you assess impact? How will the logframe be used? Are the indicators sufficiently SMART?

The programme's performance will be monitored at a number of different levels using a variety of data sources, including a survey, self-assessment and tracker studies.

**At the output level**, indicators have been developed that will allow the Consortium to track progress across each of the three main streams of work:

1. **Developing and implementing common effectiveness frameworks:** The programme will track the number of organisations involved in developing and implementing the two Frameworks. Data will be collected through workshop attendance records, and the annual effectiveness survey of UK NGOs.
2. **Building skills and knowledge:** Indicators will track the number of people accessing and reporting positive changes in organisational practices based on accessing effectiveness resources, training and peer support. Data will be collected through annual effectiveness survey of UK NGOs, post training / workshop evaluation forms and follow up phone calls.

	<p><b>3. <i>Creating an enabling environment.</i></b> Indicators have been developed which will monitor the number of leaders (defined as heads of departments, trustees, Corporate Directors, Executive Directors / CEOs) that are involved in the programme, the number of funders of UK development NGOs that promote the use of the Frameworks with grantees and the extent to which benchmarking is creating positive pressures for investing in improvements in effectiveness systems. Data will be collected through workshop attendance records, and the annual effectiveness survey of UK NGOs.</p> <p>Baseline data already exists for a number of the indicators through existing programme monitoring used by Consortium members.</p> <p><b>At the purpose level, the programme has identified two key indicators for tracking performance:</b> ‘Percentage of UK NGOs reporting improvements in capacity and practice in three core areas of effectiveness: monitoring and evaluation, organisational learning, and managing partnerships and relationships’ and ‘Percentage of UK NGOs reporting progress against corporate performance indicators through their website’. The first indicator will be measured using a tailor made monitoring tool which will allow organisation to self-assess their capacities on a scale of one to five across three key areas of effectiveness. The self-assessment will be conducted with a sample of 30 Consortium members at the start of the programme to establish a baseline, and be repeated at the end of FY1 and FY2.</p> <p>The second performance indicator at purpose level will be measured through an annual assessment of the websites of a sample of Consortium members, along with the annual effectiveness survey of UK NGOs. A baseline will be established at the start of the programme followed by assessments at the end of FY1 and FY2.</p> <p>The programme has also identified one key indicators for tracking progress towards the overall goal: ‘Number of UK NGOs demonstrating improved outcomes as a result of investments in effectiveness frameworks and systems’. Data for this will be based on a series of tracker studies. A sample of 30 UK NGOs from across the Consortium memberships will produce a short analysis of how investments in effectiveness systems are affecting performance and the contribution the programme has played in this at the end of FY1 and FY2. The independent mid-term and end of programme evaluations will verify a sample of the studies.</p>
<p><b>9.2</b></p>	<p>How will you involve beneficiaries and other stakeholders in monitoring and evaluation?</p> <p>Consortium member organisations will be surveyed mid-project and at the end of the project about how useful they have found the tools developed, the training and support provided in helping them use the tools and the peer networking and benchmarking opportunities provided. Some members will be involved in monitoring changes in capacities for effectiveness through an annual effectiveness self-assessment, others will be monitoring the affect of improved effectiveness systems on project / programme outcomes through tracker studies. Members will also be involved in the steering group for the programme, monitoring its progress and guiding the development of the programme over the 24 months.</p>
<p><b>9.3</b></p>	<p>Please explain how the learning from this project will be disseminated. This section should include how useful information and lessons will be shared during and at the end of the project, and to whom this information will be targeted (e.g. project stakeholders and others outside of the project).</p> <p>In terms of <b>knowledge dissemination</b> and sharing, the Consortium will make research and learning from this project available to all their members. This will be done through articles in member newsletters (e-bulletins, print materials and targeted update emails and correspondence to</p>

Directors) throughout the period of the programme, and on websites, synthesising the learning and creating specific case studies. Further promotion of the outcomes of use of these tools will be disseminated through member meetings and in face to face meetings with individual organisations not directly involved in the programme, to seek their engagement. A mid-programme update will be produced for Consortium members, to summarise learning to date and to encourage uptake. An end of programme report, summarising learning will also be produced and circulated to all Consortium members. This learning will also be made available to the widest possible audience of non-member NGOs and to donors, again through websites and more widely read newsletters and targeted mailings.

## SECTION 10: PROJECT RISKS AND MITIGATION

<b>10.1</b>	<p>Please outline the main risks to the success of project indicating if the risks are high, medium or low. How will these risks be monitored and mitigated? If the risks are outside your direct control, is there anything you can do to manage their effects? If relevant, this should include an assessment of the risk it poses to local partners to participate in the project.</p> <p><i>Note that risk is not necessarily a reason to penalise a project. Projects might be good <u>because</u> they are taking risks and breaking new ground.</i></p> <p>While there is a well-evidenced demand and need for the programme, a supportive environment within the sector and externally for the results agenda, and 94 UK NGOs are already actively engaged in the work, there are still risks associated with the programme:</p> <ol style="list-style-type: none"> <li>1. <b>Medium Risk</b> – We are unable to develop agreement around a set of common indicators which are specific enough to give clarity across the sector as to what should be measured, yet flexible enough to allow for the necessary variations in operational and organisational context that will make them practical  <b>Mitigation</b> <ul style="list-style-type: none"> <li>• We are actively building on the experiences of members (eg Mercy Corp, Oxfam GB) and external organisations (eg New Philanthropy Capital, Charities Evaluation Services) that have sought to develop common indicators.</li> <li>• We will recruit a team of consultants, with specific experience in developing common indicators to provide expert support to the process.</li> </ul> </li> <li>2. <b>Medium Risk</b> – We are unable to develop a self-assessment tool that is flexible enough to be applicable to organisations of different sizes and capacities, yet rigorous enough to facilitate meaningful benchmarking between peers.  <b>Mitigation</b> <ul style="list-style-type: none"> <li>• We are consciously working to develop a tool that has flexibility built into it, allowing an organisation to decide the level of detail it wants to go into, but which still provides clear indicators of good practice.</li> <li>• We are working with a members working group which is composed of representatives from a range of different sized agencies, from Toy Box to ActionAid UK.</li> </ul> </li> <li>3. <b>Medium/High Risk</b> – UK NGOs resist disclosing information about their performance.  <b>Mitigation</b> <ul style="list-style-type: none"> <li>• We will ensure that opportunities in the current environment that encourage disclosure are maximised. As argued in section 6.1, attention among UK NGOs to issues of effectiveness has never been so great.</li> <li>• We will target NGO leaders and funders as key drivers of change.</li> </ul> </li> <li>4. <b>Medium Risk</b> – Investments in effectiveness frameworks and better measurement systems do not translate into better decision-making and in turn lead to better outcomes.</li> </ol>
-------------	--

	<b>Mitigation</b>
--	-------------------

- While this is a risk that is outside the control of the programme, similar to risk 3, we are working to create an environment within the UK NGO sector that supports better evidenced based decision making.