SECTION 1: SUMMARY PROJECT DATA		
1.1	**CN reference number**	CN4
1.2	**Project title**	Implementing Standards for NGO Transparency
1.3	**Country(ies)**	UK
1.5	**Partners** 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)
1.6	**Project duration**	24 months

SECTION 2: INFORMATION ABOUT THE APPLICANT		
2.1	**Organisation name**	Bond
2.2	**Office address**	Regent's Wharf, 8 All Saints Street, London N1 9RL
2.3	**Web address**	www.bond.org.uk
2.4	**General telephone number**	020 7837 8344
2.5	**General email address**	bond@bond.org.uk
2.6	**Main contact person**	Name: Nick Roseveare Position: Chief Executive Email: nroseveare@bond.org.uk Tel: 020 7520 0251
2.7	**2nd contact person**	Name: Rob Lloyd Position: Effectiveness Programme Manager Email: rlloyd@bond.org.uk Tel: 020 7520 1042

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 project complements and represents an important subcomponent of Bond's on going work 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; promoting greater transparency has been a key component of its strategy for driving improvement in performance across the sector. **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. A key aspect of this tool is improving levels of transparency. While **CADA** does not currently conduct activities to support its members to improve effectiveness or transparency, 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 tools and resources for improving UK NGO effectiveness and information disclosure.
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 £164,000 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 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 secure engagement through outreach to members. 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.

3.3	**FRAUD**
	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?
	No. Both Bond and NIDOS 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.

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 (1st April - 31st March).		
4.1	**Total Project Budget**	£193,550
4.2	**Total funding requested from DFID**	£106,751
4.3	**Funding requested from DFID in year 1**	£54,153
4.4	**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.**	
	This project is dependent on Bond contributions for the balance of funding but is also very much dependent on the wider Effectiveness work as the majority of staffing costs of both Bond and NIDOS would be funded within that project. Equally the specific member contributions that have been made, over and above membership fees, to support effectiveness work by consortium members is reflected in the Effectiveness budget.	

SECTION 5: BASIC INFORMATION ABOUT THE PROJECT
5.1   ACRONYMS
Please list all acronyms used in your application and explain them in full. Please list acronyms in alphabetical order.
BOAG British Overseas Aid Group [ActionAid, CAFOD, Christian Aid, Oxfam, Save the Children] CADA The Coalition of Aid andDevelopment Agencies in Northern Ireland CSCF Civil Society Challenge Fund

	CSO Civil Society Organisation
	FAQ Frequently Asked Question
	FY Financial Year
	GPAF Global Poverty Action Fund
	IANGO International Advocacy NGO
	IATI International Aid Transparency Initiative
	NIDOS Network of International Development Organisations in Scotland NGO – Non-Governmental Organisation
	PPA DFID Programme Partnership Arrangement
5.2	**BRIEF DESCRIPTION: 1 sentence**
	The project involves Bond, NIDOS and CADA (the Consortium) leading a process with members to support implementation of the IATI standard and improve transparency among UK NGOs.
5.3	**PROJECT SUMMARY: maximum 10 lines -** Outline the overall aim of the project, the expected outcomes, what change the project is intending to achieve and who will benefit.
	The overall goal (in parallel with the Consortium's wider Effectiveness Programme, which contains the core management, communication, logistical and process structures which this Transparency Programme is dependent upon) is to create real incentives for UK NGOs to deliver greater long term impact to those living in poverty. The specific contribution of this project is **to ensure UK NGOs become global leaders in transparency practice, have the necessary capacity and incentives to implement the IATI standard, and make demonstrable progress towards compliance and improved information disclosure.** The expected outcomes are: strengthened **skills and knowledge for implementing the IATI Standard** and **an enabling environment** that encourages and supports UK NGOs to improve transparency. The primary **beneficiaries** are UK NGOs, of which a high proportion are small to medium sized and have identified that they require support in this area.

SECTION 6: PROJECT RATIONALE

6.1	**PROBLEM TO BE ADDRESSED** What problem will this project address? How was the problem identified? How will your project address the problem?

Many UK development NGOs need to strengthen their approach to transparency. There is a lack of consistency in the information that NGOs make public, both in the UK and overseas, about the work they do and the results they achieve. NGO Transparency is fundamental to accountability, an area where close to 70% of respondents to a 2008 Bond survey identified they needed support. It is also crucial to full delivery of the wider DFID UK Aid Transparency Guarantee, the decision by DFID that UK NGOs receiving DFID funding must comply with the International Aid Transparency Initiative (IATI) Standard, and to improving NGO accountability to UK taxpayers and to those living in poverty in developing countries.

Through its on-going programme of work to improve the ways in which UK NGOs measure, manage and report their effectiveness, the Consortium has identified greater transparency as a key driver for improved performance in the international development sector. Greater consistency in how NGOs measure effectiveness and, in turn, report this publicly will make it easier for stakeholders to monitor organisations' activities, identify good performance and hold poor performers to account.

Encouragement to implement the IATI Standard across the UK NGO sector provides a unique opportunity for the Consortium to lay the foundations for a more consistent approach to information disclosure among UK NGOs which, with a common reporting infrastructure in place, can be used as the basis for moving the sector towards more consistent, accessible and transparent reporting of performance data (the Consortium's Effectiveness Programme has already started work on developing a framework of common performance indicators and assessment methods).

Currently, the primary challenge facing Consortium member NGOs, particularly small and medium-sized agencies, is capacity to move towards compliance with the IATI Standard. While the IATI Secretariat is providing some support to UK NGOs, their capacity and resources are limited. The Consortium can play an important role in coordinating and generating momentum for IATI, working with the IATI Secretariat to build awareness and skills towards compliance, developing mutual understanding of the challenges and solutions to compliance in different organisational situations (e.g. federated or confederated structures, direct delivery or partnership based) and operational contexts (e.g. conflict/post conflict environments), and supporting smaller agencies on compliance with more limited resources. A recent DFID workshop on transparency gave preliminary indications that peer support and learning would be important to support NGOs towards compliance; the Consortium is well placed to facilitate such processes.

DFID has decided that NGOs funded by DFID from 1 April 2011 will be required to be IATI compliant, or making meaningful progress towards compliance, by FY 2012-13 and this group will, therefore, be the focus of the project in the first year, specifically Consortium member NGOs who receive PPAs or GPAF and CSCF grants from DFID. The Consortium will also assist its member NGOs to support their partners and field offices with progress towards compliance, particularly in relation to managing DFID country office funds. However, given the merits of IATI and its link with the wider effectiveness agenda, it is important that the UK NGO sector as a whole develops a sound understanding of the IATI Standard, and builds its capacity to implement it rigorously and coherently. Hence, the Consortium will broaden its focus to non-DFID-funded NGOs in the second year of this project.

To this end the Consortium will lead and facilitate their 484 members to undertake two interlinked streams of work:

1. **Build the necessary technical skills and knowledge among UK NGOs to implement the IATI Standard** through the development of resources, delivery of training and the facilitation of peer support and learning (both online and offline).
2. **Create incentives for Consortium members towards improvements in transparency and implementation of the IATI Standard**. This will be achieved through focused engagement with NGO leaders and major funders of UK NGOs as key drivers of organisational change,

strengthening the commitment to transparency in on-going NGO effectiveness work, and creating pressure between peers to show improvements in transparency. An online State of Transparency report will be delivered that assesses current levels of transparency among UK NGOs alongside a website which, using the increasing project information being disclosed by UK NGOs as a result of project activities, will present interactive maps of countries of operation, activities undertaken and levels of funding of UK NGOs.

Alongside these two streams of work, the Consortium will also **engage with the IATI Secretariat to help shape the evolving IATI Standard** based on the Consortium's extensive experiences of developing a framework of common performance indicators through its effectiveness programme.

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?
	In the first year, the main target group for the project is DFID-funded members of the Consortium, all of whom will need to be compliant with the IATI Standard by FY 2012/13.:

- 30 Consortium members that receive 2011-14 DFID PPA funding
- GPAF grantees (currently three under the Innovation Window; Impact Window results pending)
- 24 2011 CSCF grantees

In the second year of the project, the lessons from supporting DFID grantees will be leveraged to support the wider Consortium members that are not DFID funded in improving transparency. **A high proportion of these are small to medium sized agencies.** This group makes up over 80%, 70% and 25% of Bond, NIDOS and CADA's membership respectively, and has a combined development budget of in excess of £330millon. We estimate that this group employ at least 3,000 people in the UK, many of whom are covering multiple areas of work and frequently lack the dedicated capacity and resources to improve issues of organisation effectiveness. A recent Bond survey on effectiveness identified 'time and resources' and 'lack of technical expertise' as the most significant challenges to improving practice. The same capacity constraints will exist for implementing the IATI Standard. By developing collective resources for improving transparency and supporting their implementation, the Consortium is providing an important service to its members and significant economies of scale. |
| 6.3 | **TARGET GROUP (INDIRECT BENEFICIARIES)** |
| | 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. |
| | The links between the Consortium and **poor and marginalised men and women** are mediated through our members, and our members' partners. This project is providing **an essential link in the results chain by creating the necessary conditions for NGOs to have a sustained and positive impact on poverty**. The project will strengthen the capacity of NGOs to be more transparent and, thus, more effective. Greater transparency about NGO activities will provide multiple stakeholders, including poor and marginalised people, with the information they need to scrutinise the activities of NGOs and hold them to account for their results; access to more information will also support better participation of stakeholders in programme design and implementation, thus making programs more responsive to people's needs.

Other indirect beneficiaries of the project will be **UK-based CSOs that are not members of the Consortium but currently receive DFID funding through PPAs, GPAF or CSCF and country offices and who need to be compliant with the IATI Standard by FY 2012-13**. This group will benefit from case studies, briefings and other resources tailored to CSOs which will be shared through the DFID Civil Society Department, Tripleline, IATI Secretariat and via UK headquarters where partners and field staff are concerned. This group constitutes:
- 4 UK-based non-Consortium members that receive 2011-14 DFID PPA funding (resources etc will be shared through the DFID Civil Society Department and IATI Secretariat)
- 7 non-UK-based organisations that receive 2011-14 DFID PPA funding (resources etc will be shared through the DFID Civil Society Department and IATI Secretariat) |

	- Non-Consortium members that receive GPAF funding (resources etc will be shared through the DFID Civil Society Department and IATI Secretariat) (2 Innovation Window grantees; Impact Window results pending) - Partners and Field Office staff of Consortium members who manage grants from DFID Country Offices
6.4	**LESSONS LEARNED** What lessons have you drawn on (from your own and others' past experience) in designing this project?
	The approach taken in this project 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. Bond's capacity building delivery involved leading and facilitating peer learning groups for NGO programme staff, and action learning sets and mentoring for leaders of small NGOs in the UK international development sector, all rated as 'effective' or 'very effective' in meeting individual and organisational development needs. The quality of Bond training courses on NGO Effectiveness have been rated nine out of ten over 2009-11. The experience of the Consortium's Effectiveness Programme has also informed the project, not only in terms of how to support internal capacity but also in the importance given and the approach taken to creating incentives and an enabling environment that motivates NGOs to take action. The project's strategy of tailored engagement with senior managers and major funders of the UK NGOs and creating pressure between peers to show improvement is based on extensive consultation with other NGO platforms and existing effectiveness initiatives on how best to drive improvements in sector wide performance and build consensus around sector wide frameworks and standards.

SECTION 7:PROJECT DESIGN	
7.1	**APPROACH AND EFFECTIVENESS** 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.
	In order to strengthen member capacity towards IATI compliance and improve transparency, the project will undertake a mix of targeted activities to build knowledge, develop technical skills and create incentives. The two main strands of the project's approach are as follows: 1. Consortium member organisations will have **access to specific technical support for improved skills and knowledge on the IATI Standard.** The Consortium will coordinate with the IATI Secretariat to deliver tailored training both online and face-to-face to its members and liaise between members and the IATI Secretariat on key challenges for organisations in moving towards IATI compliance. In addition, the programme will convene peer support groups to enable sharing and documentation of good practice case studies for wider dissemination. The Consortium will also develop and make available practical 'how to' guides and FAQs for enhancing understanding and progress towards compliance with the IATI Standard.

2. The Consortium will **lay the basis for an enabling environment for improved transparency and progressive uptake of the IATI Standard** by developing incentives for NGOs to move towards compliance and improve the quality and consistency of information being disclosed, particularly on performance. Bond has existing access to, and effective processes for **engaging with, senior leaders in the UK international development sector**. For example, the International Programme Directors Group, the Leaders' Series, BOAG Group, and the Small NGOs Group convene leaders of close to 200 organisations every four to six months to debate and share learning on issues of strategic significance. These fora are ideal spaces to engage meaningfully with this key constituency, and to enable a shared and robust understanding of the significance and resourcing implications of compliance with the Standard and promote greater transparency in the sector. The Consortium is already engaging with a range of **major funders of UK development NGOs** through its effectiveness programme. These channels for dialogue will also be used to discuss and build understanding among funders around the importance of improved transparency and the support required by NGO grantees for implementation of the IATI Standard. To stimulate **peer pressure between UK NGOs to improve levels of transparency**, the project will develop an interactive website in its second year that uses the project information being disclosed by members to show which countries NGOs operate in, the type of work they undertake and funding levels. The maps will be widely disseminated to donors, media and the public. Over time, we envisage clear and acknowledged benefits to being profiled on the maps alongside peer agencies, to stimulate organisations to move towards progressively greater level of disclosure. In its second year, alongside the maps, an interactive report will also be produced which will assess current levels of transparency across the sector and showcase good practice. Lastly, the project will build a commitment to transparency into the frameworks and tools being developed through the Consortium's ongoing work on NGO effectiveness.

In the first year of the project the primary beneficiaries will be Consortium members that currently receive funding from DFID. In the second year, the learning from working with DFID-funded NGOs will be leveraged to engage a wider group of Consortium members. Given the overall resources requested, and the current capacity among Consortium members, and Bond in particular as the lead agency, the two year time frame is essential to achieve this staged process.

7.2	**VALUE FOR MONEY**
	It is important that CSCF 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 less than 60% of the total project costs outlined in the attached budget but this project also benefits from wider Effectiveness activities. Bond members, through fees, are contributing the balance of the Donor Advocacy Officer post and a proportion of the support costs. 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 program 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 developing capacity to improve transparency and adopt the IATI Standards, DFID is funding one initiative to mobilise 484 organisations around a collective agenda. An independent external evaluation of the Bond/DFID PPA indicated the value of this approach: '[…] *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.'*

In addition, as many smaller and medium sized Consortium members lack the capacity to

implement the IATI Standard, the programme is developing common resources and learning that they can draw on and adapt as necessary to work towards compliance.

2. Cost efficiencies in key areas of programme spend.

Salaries represent the largest portion of programme spend. It would not be possible to deliver the programme without the involvement of the Donor Advocacy Officer and the support of the Effectiveness Programme Manager and Programme Administrator. Furthermore, as a recent evaluation of Bond indicates *'[…]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.'*

In addition to this relatively low cost base, the Consortium benefits from considerable investment of staff time given by members. We draw heavily on the expertise and time of experienced staff within the sector so adding considerably to the value for money of grants given to us.

Consultancies represent the next highest spend for the programme. While considerable work is undertaken through the in-kind contributions of members, there are certain points in the process where additional expert capacity is required, specifically in developing the online interactive maps and in producing the interactive State of Transparency report to which Bond is making a substantial contribution. When we commission work there will be an open tendering process to ensure competitive pricing in accordance with Bond policies.

7.3	**BENEFICIARY INVOLVEMENT** Please specify how the project beneficiaries will be involved in the implementation, management and monitoring of the project.
	UK NGOs will be involved at each step of the project's **implementation** this includes peer support groups, case study development and feeding into the State of Transparency Report etc**.** Members will also play an important role in **monitoring** including being involved in self-assessing their progress towards IATI compliance using the IATI compliance ladder and providing feedback on the quality and utility of services and resources for improved transparency.
7.4	**OTHER AGENCIES (WIDER CONTEXT)** 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?
	The success of the project requires close collaboration with the **IATI Secretariat**. While the Consortium has the power and legitimacy to convene a large number of UK NGOs, raise awareness of the importance of IATI and serve as the interlocutor between the IATI Secretariat and members, it does not have the technical IT knowledge on how to implement the IATI Standard. In this respect, the IATI Secretariat will be an important source of expertise and skills for UK NGOs on implementing the Standard. The Consortium will work closely with the Secretariat in organising training for members and sharing resources and learning on implementation. **DFID** is another important partner, in particular the **PPA Learning Manager and Civil Society Department staff working on the GPAF and CSCF**. Given that 30 of the direct beneficiaries of the project are PPA holders, the project will work closely with the PPA Learning Manager to maximise opportunities for on-going and future peer learning and support within the PPA group of organisations.

While the project is seeking to provide specific support to UK NGOs in implementing the IATI Standard, its ambitions are also to improve transparency more widely across the sector. To this end, the project will involve **other key initiatives involved in promoting transparency in the NGO sector** including: the IANGO charter, One World Trust, Guidestar International and the Open Forum on CSO Effectiveness.

7.5	**SUSTAINABILITY**

What are the prospects for the benefits of the project being sustained after the funding stops?

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.

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. **Compliance with the IATI Standard requires organisations to make an initial investment of resources to establish the systems that support a common reporting format; after this the support required by NGOs will be significantly less.** The resources developed, including case studies, FAQs, briefings and the online State of Transparency report, will also provide an on going reference for members and the IATI Secretariat to draw on beyond the life of the project. Moreover, when developing the interactive online maps efforts will be made to design a platform that can be kept up to date primarily by members themselves, rather than relying on Consortium staff.

Furthermore, as part of the project we expect to build a commitment to transparency into the existing and future work of the Consortium. Notably, transparency will be integrated into the effectiveness self-assessment that is being developed by the Consortium through its Effectiveness Programme. **Bond intends to integrate the effectiveness self-assessment into the Bond Statement of Principles, thus making its use a membership requirement**. NIDOS will train freelance mentors, who will be available at the end of the project period to assist Scottish NGOs to use the pilot Effectiveness Self-Assessment. The networks and relationships built between organisations through the peer groups would continue to provide support on implementation of the IATI standards beyond the life of the programmes. **Similarly, an introduction to IATI and the importance of building the effectiveness of the sector and improving transparency will be built into the induction of all new members of the three Consortium partners**.

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:

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 extending 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 and will serve as the lead member, managing the funds on behalf of the Consortium, moving forward day-to-day activities, managing consultants and housing core project staff. Staff capacity consists of a percentage of staff time, calculated in accordance with time spent, of the Bond Donor Advocacy Officer, the Effectiveness Programme Administrator and the Bond Effectiveness Programme Manager. The Donor Advocacy Officer will lead the project with support from the Effectiveness Programme Manager. Because of the limited capacity of CADA, Bond will also provide staff capacity to CADA in engaging its members in the programme. Ten per cent each year of Bond programme staff time has been dedicated to providing support to CADA in facilitating the process in Northern Ireland and to work with NIDOS on activities that directly benefit members in Scotland.

NIDOS has a membership of 91 organisations. It has a strong interest in supporting its members to improve transparency, and in particular exposing them to the IATI Standards. This project builds on the work NIDOS has been doing since 2008 in developing a pilot effectiveness self-assessment tool for Scottish NGOs and complements the Consortium's wider effectiveness programme. NIDOS' specific responsibilities in the project will be to: organise and host consultation sessions on IATI in Scotland at the beginning of the project; disseminate support information produced by the project on IATI; input into the State of Transparency report and the interactive online maps; and mobilise members to participate in online training courses. The NIDOS Coordinator will spend ten per cent of their time on this project organising the above engagement in Scotland.

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. Limited engagement still adds value as it exposes smaller members to evolving debates on transparency and supports the development of capacity in implementing IATI, which may be a future donor requirement. Building on CADA's engagement with members around the Consortium's effectiveness programme, its role will be to: organise and host consultation sessions on IATI in Northern Ireland at the beginning of the project; disseminate support information produced by the project on IATI; input into the State of Transparency report and the interactive online maps; and mobilise members to participate in online training courses. |

	SECTION 9: MONITORING, EVALUATION, LESSON LEARNING AND BUILDING SUPPORT FOR DEVELOPMENTIN THE UK
9.1	How will the performance of the project be monitored? What baseline information will you collect

The project's perfomance will be monitored at a number of different levels using a variety of data sources, including a survey, self-monitoring tool and case studies.

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

1. *Improved skills and knowledge on implementing and complying with the IATI Standard* – performance in relation to this objective will be monitored by tracking the numbers of members accessing support services and their perception of their quality and utility. Data for these indicators will be gathered through attendance records, workshops evaluation, follow up phone calls and a member survey.
2. *Enabling environment created for UK NGOs that supports and encourages improvements in transparency and implementation of IATI Standard* – performance in relation to this objective will be monitored in two ways. The first, by tracking the number of NGO leaders (defined as heads of departments, trustees, Corporate Directors, Executive Directors / CEOs) engaged in project activities. Data for this will be collected through workshop, training attendance records. The second, by tracking the number of UK NGOs that are using the effectiveness self-assessment developed by the Consortium through its effectiveness programme to assess their transparency practices and develop a resourced improvement plan. This data will be collected through the effectiveness survey that will be conducted at the end of the first and second years of the project by the Effectiveness Programme.

At the purpose level, the programme has identified two key indicators for tracking perfomance: 'Number of UK NGOs reporting improvements in their capacity to implement and comply with IATI Standard' and 'Percentage of UK NGOs publishing project level data, specifically: project descriptions, geographic details, project funders and partners on their website'. The first performance indicator will be measured using a bespoke monitoring tool, the IATI compliance ladder. The compliance ladder is a monitoring tool that outlines five levels along the path to IATI compliance, each level containing elements of an organisation's understanding of the standards, technical skills to implement them, internal resources (financial and human) being made available, leadership shown by senior management and level of information being disclosed. It creates a measure for tracking progress towards and capacity for compliance with the IATI Standards. This will be conducted among a sample of Consortium members that both receive and do not receive DFID funding. A baseline will be collected at the beginning of the project and progress will be tracked by organisations conducting the self-assessment at the end of the first and second years of the project.

The second performance indicator at purpose level will be measured through an annual assessment of the websites of a sample of 120 UK NGOs. This annual review will assess NGO websites for the presence or absence of specific project level information. A baseline will be established at the start of the programme followed by assessments at end of the first and second years of the project.

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 first and second years of the project. The independent mid-term and end of programme evaluations will verify a sample of the studies.

9.2	**How will you involve beneficiaries and other stakeholders in monitoring and evaluation?**
	Consortium members will be surveyed mid-project and at the end of the project about how useful they have found the resources developed, the training and support provided in helping them comply with the IATI standards and the peer networking and opportunities provided. Some UK NGOs will also be involved in self-assessing their compliance with the IATI Standard using the bespoke monitoring tool.
9.3	**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).
	Case studies will be produced at the end of the first year, which document the experiences of UK NGOs in implementing the IATI Standard; these will be disseminated among Consortium members. 'Live FAQs' will exist on the Bond website, with links to it from the NIDOS and CADA websites, which will be continually updated and revised based on emerging experience and learning from members. An interactive State of Transparency report will be produced towards the end of the project that collates the experience of the project and UK NGOs in implementing IATI, indicates common challenges and highlights good practice. This will be actively promoted to Consortium members online, through a targeted mailing and through the relevant Newsletters.

SECTION 10: PROJECT RISKS AND MITIGATION

10.1	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 and assessment of the risk it poses to local partners to participate in the project. *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.*
	There are two main risks associated with the project: 1. **Medium/High Risk** – That DFID funded Bond, NIDOS and CADA members are not able to comply with the IATI Standard in a one year time frame. **Mitigation** • The timeframes for ensuring DFID funded compliance are very tight and even well resources agencies may struggle. To mitigate this risk, the project is focusing 100 per cent of its resources in the first year on supporting DFID funded organisations in moving towards implementation of the Standards. 2. **High Risk** – In the absence of donor pressure, non-DFID funded Consortium members are unwilling to comply with the IATI Standard. **Mitigation** • The project will undertake specific activities to communicate the benefits of IATI and the use of common reporting. • It will also create incentives for non-DFID funded organisations to invest in improved transparency through creating online maps to encourage disclosure of greater levels of project information, publish a State of Transparency Report to show case good practice and work with donors to support the promotion of the IATI Standard and support

	grantees with implementation.