

SECTION 1: SUMMARY PROJECT DATA		
1.1	CN reference number	CN6
1.2	Project title	Shaping EU and member states' individual and collective aid performance
1.3	Country(ies)	UK/EU
1.5	Partners List all partners, putting the main partner first.	Bond will work with its members as well as CONCORD and its members on this project.
1.6	Project duration	24 months

SECTION 2: INFORMATION ABOUT THE APPLICANT		
2.1	Organisation name	Bond
2.2	Office address	Bond 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: +44 (0)20 7520 0251
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SECTION 3: CAPACITY OF APPLICANT

3.1

EXPERIENCE

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

Bond is recognised by its members, CONCORD, donors and other actors as playing a unique role both in the UK and at the European Union (EU) level on Europe and development.

Coordinated UK NGO work on development and the EU dates back to the establishment of Bond in 1993 and its European Policy Group existed earlier still. Bond has received funding specifically for collective UK civil society EU work from DFID for at least nine years as well as from other significant donors, such as the Bill and Melinda Gates Foundation and the European Commission (EC).

UK NGOs have demonstrated over the years their commitment to Bond for influencing the EU, Council, Commission and the European Parliament to deliver positive policies and practice on international development. In pushing outwards on international policy UK NGOs, through Bond, have traditionally found common cause with successive UK governments meaning that work with DFID on shared objectives has been, and continues to be, substantial.

UK civil society has worked through Bond on a number of issues including EU aid quantity and quality, the previous EU Financial Perspectives, the MDGs, and the EU institutional reforms, working with CONCORD and targeting the EU and its member states at crucial moments such as Council meetings, international summits and elections.

Key achievements have included the creation of a specific instrument for development funding in the current Financial Perspectives, holding EU member states to account in keeping their aid promises and the safeguarding of development within the new EU institutional structures and the European External Action Service (EEAS).

In the past two years alone many EU policy changes can be attributed to Bond's work. DFID has stated: "Bond was instrumental in ensuring that the EU Development Commissioner is responsible for the development financing instruments at all stages of the project cycle" in relation to recent EU institutional reforms and division of labour between the EEAS and the EC on development. Bond also worked through CONCORD to ensure that the poverty focus of EU development cooperation and EU ODA commitments were not undermined by a proposed *Whole of the Union* approach to Policy Coherence for Development. Bond's chairing of the CONCORD MDG group also succeeded in shaping EU positions towards the UN MDG Summit in New York in September 2010.

Bond has built capacity amongst UK development NGOs on EC funding for over a decade. Between 2008-2010 Bond's NGO training programmes provided direct knowledge and skills development to almost 1,000 learners on themes including NGO effectiveness, funding, finance and donor relations, and advocacy.

In 2010-11 alone, 148 UK international development organisations accessed Bond's EC funding capacity building services; EC-related training courses are evaluated at an average of 9/10, with ratings for the specialised technical expertise of Bond's consultant trainers also consistently delivering excellent levels of satisfaction.

As such, Bond is recognised as a leading provider of EC capacity building services by both its core membership constituency of over 370 UK NGOs and beyond into the wider international development sector.

<p>3.2</p>	<p>FUNDING HISTORY</p> <p>Please provide a brief summary of your experience with projects of this size and scope</p> <p>In relation to this project, Bond has long experience of managing similar projects, financed either by Bond itself, by its members, or through unrestricted or restricted funds.</p> <p>Bond has recently successfully delivered on a major multi-outcome International Capacity Building Programme grant from the Big Lottery Fund of £750,00 over three years (2007-2010); the independent external evaluation commended Bond’s “impressive” achievements in meeting and exceeding results.</p> <p>The Bill and Melinda Gates Foundation have recently funded Bond with a grant of £166,000 for a one year MDGs specific project, which included EU work, and are currently finalising longer term funding. In 2004-7 Bond also undertook an EC-funded project to strengthen support for the MDGs in the EU.</p> <p>Bond has received project specific funding from DFID, including EU work and for Effectiveness, as an addendum to our most recent Strategic Funding Agreement, which totalled £1,157,608 over two years, and our DFID strategic funding agreements (2003--2011) had significant content on EU influencing fully comparable with this project. DFID has been funding Bond, to ensure that mutual strategic aims for the sector are met, since 1993. All of this funding is managed in accordance with the Charity Commission Statement of Recommended Practice and has been fully evaluated with the reports available on the Bond website.</p>
<p>3.3</p>	<p>FRAUD</p> <p>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?</p> <p>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.</p>

<p>SECTION 4: PROJECT BUDGET</p>		
<p>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).</p>		
<p>4.1</p>	<p>Total Project Budget</p>	<p>£310,025</p>
<p>4.2</p>	<p>Total funding requested from DFID</p>	<p>£197,271</p>
<p>4.3</p>	<p>Funding requested from DFID in year 1</p>	<p>£97,428</p>

4.4	<p>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.</p>	
	<p>This project budget includes a significant contribution from Bond members and other funders of £112,754 (36% of the total project cost). This covers a proportion of the staffing costs and activities for this work directly and there are of course other related costs, not included here, which enable the delivery of this project.</p> <p>Bond's EC training and capacity building services are funded in part through fees paid by NGO participants and users, at rates subsidised and discounted for small and medium sized organisations. These contributions represent over £30,000 within the total budget for this programme.</p> <p>Bond is also finalising a grant with the Bill and Melinda Gates Foundation which includes complementary work on EU aid performance as well as wider EU policy work on policy coherence for development.</p>	

SECTION 5: BASIC INFORMATION ABOUT THE PROJECT

5.1	<p>ACRONYMS</p> <p>Please list all acronyms used in your application and explain them in full. Please list acronyms in alphabetical order.</p>	
	<p>0.7% Target to spend 0.7% of gross national income (GNI) on aid</p> <p>ATG DFID Aid Transparency Guarantee</p> <p>CONCORD European NGO Confederation for Relief and Development</p> <p>DCI Development Cooperation Instrument</p> <p>EC European Commission</p> <p>EDF European Development Fund</p> <p>EEAS European External Action Service</p> <p>ENPI European Neighbourhood and Partnership Instrument</p> <p>EU European Union</p> <p>FAC Foreign Affairs Council</p>	

	<p>HLF4 Fourth High Level Forum on Aid Effectiveness, Busan, South Korea, November 2011</p> <p>MDGs Millennium Development Goals</p> <p>MFF EU Multiannual Financial Framework</p> <p>NGO Non-governmental organisation</p>
5.2	<p>BRIEF DESCRIPTION: 1 sentence</p> <p>Improved EU and member states' individual and collective aid performance through collective UK and EU NGO influencing, and support for UK NGOs in leveraging funding from the EC.</p>
5.3	<p>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.</p> <p>The programme aims to hold the EU to account on the quantity and quality of its aid and on the outcomes of the EU Multiannual Financial Framework (MFF) process through UK NGOs playing a leading role in Europe. The major outcomes will be:</p> <ol style="list-style-type: none"> 1. EU member states keep their commitments on aid quantity to reach 0.7% by 2015 2. Increased transparency, effectiveness and value for money of EC aid, and improved EU aid effectiveness to ensure that EU aid reaches the most vulnerable people living in poverty (women, girls, disabled people). 3. The MFF ensures adequate funding for development and appropriate funding instruments to deliver more effective and transparent EC aid and value for money (VfM). <p>Additional Outcomes directly attributable to the programme:</p> <ol style="list-style-type: none"> 4. 340 UK NGOs staff are better equipped to access and manage EU funds, enabling greater reach and longer-term commitments to the poorest communities. <p>(see also 6.2/6.3 below.)</p>

SECTION 6: PROJECT RATIONALE	
6.1	<p>PROBLEM TO BE ADDRESSED</p> <p>What problem will this project address? How was the problem identified? How will your project address the problem?</p>

The coming two years will be decisive for the EU and its development policies and commitments. Most EU member states are off track on their aid commitments and the international community is preparing for the High Level Forum on Aid Effectiveness (HLF4) in South Korea at the end of 2011. Meanwhile, the EU will be negotiating the next Multiannual Financial Framework (MFF) which will set EU priorities to at least 2018 and determine the level and priorities of EC aid.

UK NGOs, especially small and medium sized ones, do not have the capacity to engage in EU work on their own. As the national NGO platform and the only UK NGO organisation with a dedicated EU function, Bond plays a uniquely important role in convening its member organisations, building their capacity and facilitating their work at EU level with partners across Europe. This ensures the **voice of UK NGOs is heard in Brussels and that the UK NGO sector is able to share its substantial knowledge, experience and expertise with other European NGOs and contribute to building their capacity to hold their own governments to account.**

At this critical time it is essential that UK NGOs are able to:

- hold the EU to account on aid commitments
- hold the EC to account on the quality/effectiveness/transparency/value for money of its aid
- influence the EU position towards the HLF4, within the G20 and towards the 2013 MDGs review summit
- bolster the efforts of the UK Government in promoting fulfilment of donor commitments
- take part in the discussion on the EU MFF to ensure that enough resources are allocated to development and through the right instruments so that EC aid is truly effective

The EU is the largest provider of development aid globally and a significant funder of UK NGOs. In 2009, UK NGOs raised almost €337m from EuropeAid and ECHO grants, with Bond member organisations taking 82% of this total (almost €275m), substantially more than the NGO sector of any other EU member state. **The majority of funding is, however, disproportionately allocated to a small number of the largest UK NGOs:** In 2009, more than 55% (107 out of 193 grants) of EuropeAid grants were allocated to twelve of the largest UK NGOs, and 36% (69 out of 193 grants) were awarded to just four organisations. [Source: EuropeAid web statistics]

Maintaining the financial value and diversifying the range and spread of the UK's share of EU funding for British NGOs is critical to ensure that a growing proportion of UK international development NGOs can provide the best possible development outcomes. To this end, the project will increase the provision of support to UK NGOs (of all sizes but with an emphasis on smaller and medium-sized organisations) to increase leverage of EC funds and support effective management of EU funds.

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?

Bond's extensive consultation with UK NGOs demonstrates consistently high (and increasing) demand for support in navigating EC grant-making processes, and effectively managing and being accountable for funds. Demand is particularly high and capacity weaknesses are particularly evident in medium and small organisations, who will therefore be the **primary direct beneficiaries. Their capacity to win funds from the EC will be enhanced and this is the area in which a high proportion have identified that they require support in** institutional fundraising and grant management. They make up over 80% of Bond membership, and have a combined development budget of in excess of £330million. We estimate that these organisations 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 expand and enhance their work.
6.3	<p>TARGET GROUP (INDIRECT BENEFICIARIES)</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 indirect beneficiaries of this programme will be the millions of people living in poverty who are reached by the aid programmes of the EC, in terms of the quantity of people who are reached, and the quality and durability of the assistance which is applied to address the poverty in which they live.</p> <p>Stronger commitments by EU member states to reaching 0.7% by 2015 and a positive outcome from the MFF will allow the EU to increase its aid levels to fulfil its commitments towards reaching the MDGs by 2015.</p> <p>In the same way, clear commitments to aid effectiveness made at HLF4 and by the EC through its review of EU development policies and supported by a development-oriented European External Action Service (EEAS) will ensure greater value for money and therefore greater impact on the ground and greater benefit to the poorest people.</p> <p>Leveraging more EC funds to be channelled through UK NGOs means the ultimate beneficiaries are better served through the high quality programmes of UK NGOs and their partners, enabling them to sustain and expand their reach and impact and make longer-term commitments to those living in poverty and support stronger, better resourced partner organisations.</p>
6.4	<p>LESSONS LEARNED</p> <p>What lessons have you drawn on (from your own and others' past experience) in designing this project?</p> <p>The project has been designed by drawing on lessons from previous similar EU work Bond has undertaken, including:</p> <ul style="list-style-type: none"> - Feedback from DFID EU Department at regular meetings on UK influencing in the EU - Formal independent evaluations of Bond's EU work and membership surveys - Learning from within Bond membership and across CONCORD and its membership - Consolidated quantitative and qualitative evaluations (at reaction, learning and outcome levels) of Bond's capacity building services - Extensive consultation across the sector in the development of the Bond Strategy 2011-16 including the active involvement of 110 organisations <p>Bond is committed to constantly evaluating its work and making changes where necessary to ensure that lessons learned are incorporated into future work. Feedback is systematically analysed and approaches, design or content is adapted accordingly.</p>

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.

The proposed programme involves four streams of work. Three inter-linked streams of advocacy related to **aid quantity**, **aid quality** and **the MFF** and a fourth work stream focused on **capacity building support for UK NGOs to leverage funding from the EC**. This project will include continual activity punctuated by increased activity around key pan-European advocacy opportunities in 2011-2013:

- Annual FAC; G8/G20 meetings; OECD DAC aid announcements
- 2011 High Level Forum on Aid Effectiveness
- Multiannual Financial Framework to be agreed by end 2012
- 2013 review of EU 0.7% commitments
- 2013 MDGs Summit

On aid quantity, UK NGOs will lead in Europe and contribute to CONCORD work to pressure EU member states to keep their 0.7% commitments by 2015 through the CONCORD AidWatch project and Bond will establish strategic partnerships with four key EU NGO national platforms in Italy, Austria, Ireland and France. These four NGO platforms in EU-15 countries have the same interim and overall targets as the UK, and so have been selected for strategic partnerships. By focusing on these four countries UK civil society is allocating its resource in a way that will deliver a high return on investment. In all four cases, activities will focus on both aid quality and aid quantity but will be tailored to fit each country context. Additionally, a strategic partnership between UK civil society and civil society in these four member states has been identified as feasible given existing relationships and collaboration and current levels of NGO activity in each respective country. Furthermore, if these four countries improve their performance on aid quality and quantity in the period to 2013, this will have a significant multiplier effect on other EU-15 member states, encouraging them, through a peer-review and pressure system, to review and recommit to their aid level targets and commitment to aid effectiveness principles.

On aid quality, Bond will enable UK NGOs to contribute to pan-European and CONCORD actions and work with AidWatch to influence EU positions on aid effectiveness towards HLF4, within the G20 and at the 2013 MDGs Summit.

On the MFF, Bond will facilitate the work of UK NGOs and contribute to CONCORD work to influence the outcome of the EU MFF discussion, to ensure adequate funding for development and appropriate funding instruments to deliver more effective EC aid and value for money. UK NGOs and CONCORD will elaborate clear collective positions and target EU member states, the European Parliament, the EEAS and the EC throughout the negotiation process. By working together, UK and EU NGOs will be able to reach all relevant actors both in Brussels and in member state capitals and to have a much stronger impact on the policy outcomes.

Capacity building support for UK NGOs to leverage funding from the EC is through the development and delivery of **a package of subsidised training and ongoing support services for UK NGOs accessing and managing EC funding**, with discounted rates for small and medium-sized members. This complete programme will deliver EU-related training for 340 individuals / organisations, ongoing specialist support for 50 UK NGOs, and dissemination of learning resources to 9,000 individuals through Bond's communications channels.

	<p>Timeframes are for alignment with external official decision-making and courses are aligned to provide support ahead of EC funding calls.</p>
<p>7.2</p>	<p>VALUE FOR MONEY</p> <p>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?</p> <p>The project approach is based on many years of experience of working in this area which ensures that the project is realistic and achievable. The requested resources from DFID represent only 63% of the total project costs, which are being covered by contributions from Bond. Overall the cost base is comparatively low in relation to the potential benefits and reach of the project.</p> <p>Specifically, the proposed programme of work offers value for money in two ways:</p> <p>1. The multiplier effect of working through membership organisations</p> <p>An independent external evaluation of the Bond/DFID PPA indicated the value of this approach: <i>“The ‘leveraging effect’ as value for money: [...] funding a membership organisation that offers services to members and seeks to coordinate their joint efforts is likely to offer value for money. Bond’s capacity to leverage the efforts of its members and UK development NGOs more broadly provides a ‘multiplier effect’. 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. [...] There is also a perceived synergy in that the ‘whole’ of a joint UK NGO policy position or campaign, coordinated by Bond, is perceived as greater than the sum of its parts - both by those who campaign and those who are targets.”</i></p> <p>In the same way Bond provides value for money in relation to influencing in the EU by working with CONCORD and other EU platforms of NGOs. At the institutional level, the EU is able to reach out to an impressive number of EU NGOs through CONCORD (CONCORD represents 1600 NGOs through 42 members) instead of having to manage multiple interfaces with civil society organisations. Even more so NGOs (especially small ones) based in EU member states would almost certainly not have the capacity and resources to access EU decision makers and to make their voice heard.</p> <p>2. Cost efficiencies in key areas of programme spend</p> <p>Salaries represent the largest portion of programme spend. It would not be possible to deliver the programme without the contributions of staff and as a recent evaluation of Bond indicates <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>Activities represent the next highest spend for the programme. Expenditure on key activities in European work also leverages considerable work undertaken through the in-kind contributions of Bond members. Activity costs to leverage EC funds for UK NGOs are based on competitive pricing in accordance with our policies (e.g. trainer fees).</p> <p>Overall the expenditure in relation to the gains in resources for development represents high value for money.</p>

<p>7.3</p>	<p>BENEFICIARY INVOLVEMENT</p> <p>Please specify how the project beneficiaries will be involved in the implementation, management and monitoring of the project.</p> <p>The project design, given its advocacy and capacity-building focus, is predicated on the shared policy priorities of UK and EU NGOs informed by their work with beneficiaries across the world, their relationships with partner organisations in developing countries and the positions of international alliances including allies from the global South.</p>
<p>7.4</p>	<p>OTHER AGENCIES (WIDER CONTEXT)</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>Given that (as stated previously) many UK NGOs, especially small and medium ones, do not have the capacity to engage in EU work on their own, Bond plays an important role in convening its member organisations, building their capacity and facilitating their work at EU level with partners across Europe.</p> <p>This work is carried out mainly through the Bond European Policy Group (comprising approximately 68 Bond member NGOs) which leads the work of the network on EU development policy by formulating collective positions and delivering Bond advocacy work on Europe. The group meets regularly with the UK Government and other EU institutions.</p> <p>Bond staff and its European Policy Group have worked closely with the DFID Europe Department for a number of years. Regular meetings are held every three months and Bond members have an ongoing dialogue with the department on relevant EU development policy issues. The Group also meets with other government departments on an ad hoc basis when working on issues such as the EU institutional reforms or the EU budget.</p> <p>UK NGOs are represented by Bond (as the national UK NGO network) in CONCORD, the European confederation for relief and development, which consists of 25 national NGO platforms and 17 international networks (representing, in turn, over 1,600 NGOs in Europe).</p> <p>Participation in CONCORD is strategically important for Bond members in order to access information, to share best practice across Europe, to amplify UK civil society's leverage with EU institutions by working in partnership with other platforms and networks, and to be able to speak with one strong voice in Brussels.</p> <p>Bond is one of the largest members of CONCORD and contributes significantly to its work by participating and often leading in a number of CONCORD working groups dealing with issues such EU aid, EU institutional reforms, MDGs, EU Budget, funding for NGOs etc.</p> <p>CONCORD planning processes and operationalization of pan-European advocacy which is targeted to all EU member states, is closely supported by Bond. Bond has existing strong relationships with Coordination Sud (France), Venro (Germany), Dochas (Ireland), Partos (Netherlands) and FORS (Czech Republic). Typical collaboration includes alignment of policy positions and communications (e.g. with Coordination Sud during run up to the 2011 G20), exchange visits at both management and specialist levels, a collaborative approach to strategy development, co-ordinated positioning with regard to CONCORD, etc. For this programme, Bond will focus on similar strategic relationships with the Italian, Austrian, Irish and French platform on issues related to aid quality and quantity.</p>

	<p>A critical gap is filled by Bond building the capacity of UK organisations to hold the EU to account on its development policies. In the UK, Bond complements the work of its members (rather than duplicating it), who tend to focus on specific areas of development policy but not necessarily on overarching issues, such as the EU budget and EU institutional matters. At the EU level, as the UK national platform in CONCORD, Bond complements the work of all other EU national platform to ensure that EU civil society has a strong voice in Brussels.</p>
<p>7.5</p>	<p>SUSTAINABILITY</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> <hr/> <p>Bond will continue its work on influencing the EU after this programme, since it is central to Bond's mission and strategy for the period 2012-2016. During the lifetime of this programme Bond will be developing its business model to increase unrestricted income for future influencing as well as approaching a wide range of donors to support future Bond work at the European level.</p> <p>Bond will also undertake organisational planning for 2014-2016 (as part of the Bond Strategy 2011-2016 period) in order to determine the influencing priorities of UK NGOs after 2013. The programme for Europe will also be scoped for that period. Furthermore, Bond will be working within CONCORD's strategic plan 2009-2014 and priorities agreed by its members.</p> <p>The timeframe specified for the project pertains to and is determined by external decision-making processes.</p>

<p>SECTION 8: PROJECT MANAGEMENT</p>	
<p>8.1</p>	<p>PROJECT MANAGEMENT</p> <p>Please outline what are the project implementation and management arrangements for this project.</p> <p><i>Note: This should include:</i></p> <ul style="list-style-type: none"> • <i>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.</i> • <i>A clear description of the added value of the each organisation within the project.</i> • <i>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.</i> • <i>An outline and justification of the material inputs (equipment) required for the project.</i> <hr/> <p>The project implementation and management arrangements for this project are just as Bond's previous funding from DFID on EU working and capacity building.</p> <p>The work will be undertaken together with other EU NGO national platforms to enable them to</p>

hold their own governments to account on their aid commitments.

The human resources for project delivery is based on a percentage allocation in accordance with time spent by individual staff working in advocacy and supporting NGOs on leveraging funds as well as trainers.

On this Europe programme Bond will work in loose alliance with the UK Networks Consortium:

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

- i) **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.
- ii) **Coherence:** Scarce resources cannot be wasted duplicating activity. Benefits of Consortium working come through the stronger collaboration and alignment between Bond as well as the members of NIDOS and CADA on influencing in the European space.

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 dedicated capacity for moving forward the programme, with existing staff and expertise, and will be the budget holder. As such Bond will lead on the day to day activities.

Because of the very limited capacity of NIDOS and CADA in EU work, Bond will work with CADA and NIDOS to ensure that their members are supported to engage in programme activity to influence in the EU and the ability to access services to build ability to gain EC funds.

NIDOS is the membership body for development NGOs in Scotland and has a membership of 91. NIDOS will also facilitate, with support from Bond, that information is available to its members that are not Bond members. **CADA** is the membership body for development NGOs in Northern Ireland and has a membership of 23 organisations. CADA has no dedicated staff, but is currently hosted by Concern Northern Ireland. Their capacity to engage with the programme is limited. Bond will work with CADA to ensure its members can engage with the programme and access support. Likewise, Bond will ensure that Welsh NGOs through SMIDOS have access to information, communications, advice and support as appropriate to their desire to engage.

SECTION 9: MONITORING, EVALUATION, LESSON LEARNING AND BUILDING SUPPORT FOR DEVELOPMENT IN THE UK

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?

Baselines, Indicators, robust and measurable Milestones, as well as Sources are all set out in the Logframe.

As demonstrated through the management of the previous DFID grants, Bond has sound systems, constantly monitoring our progress towards outcomes with clear reporting channels.

Our systems are designed from new project start up to ensure the constant monitoring of progress against agreed targets and ways to report any issues within our existing management structure. This means that the project manager can discuss any issues around key milestones with the Bond Management Team. The regular monitoring against the original targets enables us to flag up any areas of concern well before reports are due and for any changes to be agreed prior to their

	<p>implementation.</p> <p>Monitoring and evaluation would encompass qualitative and quantitative data collection and analysis such as:</p> <ul style="list-style-type: none"> - Feedback from DFID/other UK Government departments on the effectiveness of Bond facilitated/-led work - Feedback from Bond members and UK partners via surveys, interviews and other mechanisms (on external impacts and the value of Bond's leadership, and services and support to them) (annual). - Feedback from CONCORD/EU NGO National Platforms, key NGOs in Europe and decision-making actors on Bond's role at a European level (annual). - Member engagement tracking (on breadth and depth of participation) - Bond Results Management system on changes achieved and attribution (including monitoring and analysis of shifts in debate, statements, policy, decisions and actions of targets) and capacity building (e.g. post-training impact assessment) <p>In parallel to this project, the Bond Effectiveness Programme will be developing an NGO sector-wide framework of common indicators and agreed assessment methods to improve the rigor and consistency of how NGOs measure and demonstrate effectiveness, including advocacy and public support. This will also provide self-assessment tools, resources and innovative methods for assessing effectiveness that together will provide the basis for improved measurement techniques that Bond itself (as well as its members and partners) will apply to its own work where applicable.</p> <p>Bond commissions independent evaluations of all its grants.</p>
<p>9.2</p>	<p>How will you involve beneficiaries and other stakeholders in monitoring and evaluation?</p> <p>DFID and other stakeholders will be involved in M&E through inputs, surveys and independent evaluation - see also source boxes listed in Logframe.</p>
<p>9.3</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>Bond routinely makes available its research and learning through websites, meetings, events and other channels. In the lifetime of the project, Bond will ensure the dissemination of learning both in terms of influencing in the European space and leveraging EC funds to the UK NGO and wider development community. Learning will also inform the content of Bond's related training courses.</p> <p>Bond is committed to the evaluation of its work – in addition to self-evaluation, external evaluation of major grants are made public in a section on the Bond website on its performance. Bond monitors the budget monthly and accounts for restricted income separately. We are confident that we would deliver outcomes in a highly cost effective way.</p> <p>Bond shares learning with its members on EU work as well its partner members in CONCORD. In addition Bond has ongoing dialogue with the DFID EU Department and other departments on specific learning and approaches to EU development policy.</p>

SECTION 10: PROJECT RISKS AND MITIGATION

<p>10.1</p>	<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>
	<ol style="list-style-type: none"> 1. Medium Risk – MFF will be impacted on by actors beyond development; economic crisis and intransigent countries affecting aid decisions. 2. Low Risk Well-evidenced demand for building capacity to leverage and manage EC funding, continuing and expanding on existing programme, fulfilling existing Bond role within the sector. 3. Medium Risk - Insufficient energy to sustain a shared approach to collective working Mitigation: Testing the levels of energy and consulting on plans and shared approaches to collective working on UK and EU policy 4. Medium Risk - Insufficient agreement is reached on shared priority policy changes Mitigation: Working from and developing related prior agreed shared priority policy changes as starting points for common positions most relevant to 2011/12 to 2013/14 and deploy established decision-making processes within the Bond network 5. Medium Risk - A critical mass of larger NGOs with largest UK public reach do not all support collective work Mitigation: Ensuring leadership decision-making to underline Bond's facilitation role for NGOs and others in effective collective influencing <p>See also assumptions set out in Logframe.</p>