

**British Overseas NGOs for
Development
(trading as Bond)**

Report and Financial Statements

31 March 2020

Company limited by guarantee
Registration Number 3395681 (England and Wales)

Charity Registration Number 1068839

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Trustees

Chair	Caroline Nursey (chair until 28 November 2019); Kate Sayer (appointed 1 December 2019)
Co-Vice Chair	Gibril Faal
Co-Vice Chair	Eleanor Harrison
Treasurer	Tania Songini Zoe Abrams Husna Ahmad (resigned 28 November 2019) Caroline Nursey Harpinder Collacott Catherine David Paul Smith Lomas Marcus Missen Laura Jump (appointed 1 December 2019)

Key Management Personnel

Chief Executive	Stephanie Draper
Chief Operating Officer	Graham MacKay
Director of Policy and Advocacy	Simon Starling (appointed 6 January 2020)
Director of Membership and Communications	Michael Wright

Registered office

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Website

www.bond.org.uk

Company number

3395681 (England and Wales)

Registered charity number

1068839 (England and Wales)

Auditor

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The trustees present their report and the audited financial statements for the year ended 31 March 2020.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. For a list of members the reader is referred to the website.

OBJECTIVES AND ACTIVITIES

The objectives for which Bond is established as stated in the memorandum and articles of association are the advancement of any charitable purpose and the relief of need anywhere in the world arising out of poverty, sickness, distress, age, infirmity and disablement by promoting the efficiency and effectiveness of voluntary organisations and other institutions in so far as such organisations and institutions are working to advance charitable purposes.

Public benefit

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

ACHIEVEMENTS AND PERFORMANCE

The charity's main activities are described below. This is the third year of the five-year strategy running from 2016-2021. This has been updated with objective 1 being amended and objective 3 being changed substantially. The updated objectives are outlined in this section and form the basis for the description of the year's achievements. The five objectives within it are:

ACHIEVEMENTS AND PERFORMANCE (continued)

- 1. *Strengthened Civil Society Organisation's (CSOs') capability***
(referred to in the financial statements as 'Strengthened CSOs' capability')
Bond will have supported organisations and their staff to enhance their capabilities, improve their performance and adapt their strategy and models to ensure they are relevant and effective in the fight against poverty, inequality and injustice.
- 2. *Built a stronger network***
(referred to in the financial statements as 'Built the network')
Strengthened its network, improving connections between and beyond its members in the UK and internationally, to develop new visions for development, debate issues, share learning, secure resources and deliver work together where collaboration leads to greater impact.
- 3. *Increased shared value through collaboration***
(referred to in the financial statements as 'Increased value through collaboration')
Be the gateway and enabler for cross-sector collaboration. We will do this through formal and informal alliances, virtual networks, making the most of new technology and strong personal relationships.
- 4. *Advocated to secure change***
(referred to in the financial statements as 'Advocated to secure change')
Secured a set of changes in the policy and practice of UK and international decision-makers by convening and coordinating coalitions to develop new agendas, campaign and achieve specific reforms which advance international development.
- 5. *Renewed and defended our movement***
(referred to in the financial statements as 'Defended the movement')
Championed the value of civil society in all its diversity, defending the space for it to operate and catalysing a renewal of public support and grassroots action for international development.

The Strategy signalled that Bond would do more to build relationships beyond the UK. Bond is now exploring how its relationships and work can be extended and be more strategic, making the organisation more relevant to emerging global trends in international development.

During the next financial year bond will be transitioning to a new strategy. An outline of the new strategy is articulated in the section below on plans 'for the future'

ACHIEVEMENTS AND PERFORMANCE (continued)

1. Strengthened Civil Society Organisations' (CSO) capability

Bond will have supported organisations and their staff to enhance their capabilities, improve their performance and adapt their strategy and models to ensure they are relevant and effective in the fight against poverty, inequality and injustice.

The key ways in which Bond supports this objective are in: providing fora for the sector to share knowledge and learning; supporting members on funding policy and transparency; and, significantly, in the last year on their capability in safeguarding.

Major activities and achievements

- ◆ Enhanced the sector's ability **to adapt their strategies and models** through our future strategy research and convening, resulting in infographics on the four transitions we expect the sector to need to respond to. These transitions are climate and environmental degradation, new routes to development, redistribution of power, and reinventing charity models. We also launched an introduction to Impact Investing with the working group to help the sector diversify funding models.
- ◆ Bond members say that they have **improved safeguarding practice** as a result of our support. We have launched safeguarding resources on Board responsibilities and reporting, engaged with the International Development Committee (IDC) on progress, and launched the Culture and Leadership diagnostic to enable senior management teams ensure they are making serious progress.
- ◆ Our **Safeguarding for Development conference** has demonstrated how much progress the sector has made towards better practice (better understanding of issues, more reporting), but also recognised remaining challenges (working with partners, continued leadership/culture). The majority said it was useful, increased their knowledge and confidence and saw an opportunity to share learning.
- ◆ Provided **extensive support on funding** for the sector, including the risks of Brexit, continued leadership on securing the new system of overhead recovery from the Department for International Development (DFID) grants and working with DFID on core funding, that has led to improved cost recovery in grants..
- ◆ **Increased transparency** through a training package for research institutes, continued engagement with the Grand Bargain transparency scheme and contributed to the 2020 aid transparency index. Our targeted member survey shows that Bond's support to members has resulted in more transparent organisations.
- ◆ **Increased the focus on diversity in the sector.** We convened a people of colour group within Bond for the first time and started our research work on diversity and anti-racism, with the participation of a small number of engaged members. We also co-convened women leaders in development and actioned research on what would accelerate progress.

ACHIEVEMENTS AND PERFORMANCE (continued)

We have delivered on this objective. The work that we have done looking at the future confirms the need to support the sector to be relevant and adapt to change in the external environment. In the coming year we aim to do more to support this. There has also been progress and achievement, most notably on safeguarding, with the conference, and the shift in the debate on diversity in the sector. Another notable mention is in funding policy where we succeeded in consolidating the changes to the DFID grant cost recovery work, while also exploring business models that look to the future.

ACHIEVEMENTS AND PERFORMANCE (continued)

2. Built a stronger network

Strengthened its network, improving connections between and beyond its members in the UK and internationally, to develop new visions for development, debate issues, share learning, secure resources and deliver work together where collaboration leads to greater impact.

Major activities and achievements

- ◆ Whilst the Coronavirus pandemic meant that we had to cancel our conference this year, we moved quickly to online webinars that **significantly supported our members through the initial stages of the Coronavirus response**. We provided advice and insight across a range of areas where members needed support, from understanding the government's Coronavirus funding support through to issues of organisational strategy and adaptation.
- ◆ **Membership has reached 450**, which is a significant milestone for Bond, and represents the highest membership ever. All our core services were rated "good" or "excellent" by 60% of respondents, with many services, such as the working groups and training, rated such by over 80%. The simplified fee structure also increased transparency across the membership.
- ◆ **Greater, more structured engagement with members** through working groups and our communications. This included strengthening support for smaller NGOs through a new working group, digital improvements to users' engagement with the site to help individuals connect with the network and a significant increase in online convening (particularly in the light of Coronavirus). 97% of respondents to our member survey say that they have benefitted from engaging with Bond.
- ◆ **Increasing connections across the UK and in the EU**. 467 organisations engaged in networking services and events across the UK Alliance. Over three quarters of those sampled across the UK Alliance are deriving network benefits resulting in strengthened relationships. Delivered a suite of trainings, webinars and learning visits to European partners helping to build their advocacy capacity.
- ◆ **Upskilling the sector and organisation improvements** resulted from engaging 1,790 participants from 409 organisations in our 118 learning and training programmes, with an average recommendation rating of 8.5 out of 10. 3 months after training 89% are successfully applying what they learnt, 85% have shared learning with others and 67% say Bond training has led to wider improvements in their organisation.
- ◆ Bond International Development Awards created lots of **positive stories about our sector**, particularly smaller members. They were delivered completely online due to Coronavirus limitations, resulting in 194,708 Twitter impressions for #BondAwards, 866 Twitter engagements and a total of 21,888 views of all awards pages.

ACHIEVEMENTS AND PERFORMANCE (continued)

- ◆ Bond is now the **'go to' media voice for the sector**. We mobilised media colleagues to launch a sustained public campaign to advocate for an independent DFID, with its own Secretary of State, which secured coverage across the broadsheets and sector press. This year we secured 175 pieces of media coverage across section and national press, including The Telegraph, the BBC, The Daily Mail, The Sun, The Times and The Financial Times, as well Third Sector, Devex and Civil Society News, on a range of sector wide issues including aid quality and effectiveness, DFID's independence, safeguarding, Brexit and climate change.
- ◆ We have **kept our members informed** through 111 blogs covering a wide range of topics and news pieces from the network and beyond, resulting in 111,446 views, while growing the podcast to 9,732 listens. We also increased subscribers to Network News by 20.4% to 14,744 and grew social media followers by 12.7%.
- ◆ We have continued to strengthen our network. We have seen increasing levels of engagement within the network, higher satisfaction levels around our service delivery and increasing cut through with our media and communications work. In the last two weeks of the year we had to cancel all face to face events, not least the annual conference. Since then, we have converted all our relevant work to on-line engagement, with increasing success as our new levels of webinars and training will demonstrate.

ACHIEVEMENTS AND PERFORMANCE (continued)

3. Increased value through collaboration

Be the gateway and enabler for cross-sector collaboration. We will do this through formal and informal alliances, virtual networks, making the most of new technology and strong personal relationships.

Major activities and achievements

- ◆ Outputs from working groups include: helping DFID shape its response on climate adaptation and climate finance; a new learning paper on resilience with the Overseas Development Institute (ODI).
- ◆ We continued government engagement on disability and data and secured funding to support learning in the sector for disability-inclusive development.
- ◆ Launch of a new working group that brings together all our thinking on Sustainable Economic Development to enable strong collaboration on the 'beyond aid' agenda.
- ◆ We have invested in the Working Group Chairs as key constituents of Bond and to strengthen what we are able to achieve collectively. We connected the Chairs to each other and are aiming for stronger and more joined up outcomes from our groups.
- ◆ Confirmed several partnerships with key service providers including Perret Laver, Buzzacott, Diversity Travel, Birches and Haysmacintyre that enable us to bring the sector together on key issues.
- ◆ Bond continued to collaborate with Humentum on funding policy, specifically DFID's cost transparency policy and more lately the initial response to the Coronavirus outbreak. Bond and Humentum also worked in partnership to design and deliver training courses, sharing costs and revenue equally.

Our working groups are working well and provide a key mechanisms for cross sector collaboration. Our dedicated resource in support of the working groups has helped them to make progress across a diverse range of areas. However, progress on deepening our partnership work has been slow as we continued to seek funding to build it. With new funding secured since the end of the year we are expecting more progress on consortium working in the coming year. This is going to be a critical mechanism for increasing impact in the future, particularly at a local level.

ACHIEVEMENTS AND PERFORMANCE (continued)

4. Advocated to secure change

Secured a set of changes in the policy and practice of UK and international decision-makers by convening and coordinating coalitions to develop new agendas, campaign and achieve specific reforms which advance international development.

Major activities and achievements

- ◆ Secured all **UK NGO EU funding programmes being underwritten in the event of a no-deal Brexit**. We also engaged with the House of Lords EU External Affairs Sub-Committee on International Development Cooperation after Brexit .
- ◆ **Successfully influenced the UK's Voluntary National Review (VNR)**. Our report on the Sustainable Development Goals (SDGs) – analysing all 17 goals – was shared with DFID, to advise on content for the UK's first VNR, and then published. This report involved coordination of 49 members and 14 networks, covering all 17 SDGs and Leaving No One Behind (LNOB). This provided a clear combined member proposition on what is needed to accelerate progress on the SDGs (through the report) and unique positioning, alongside UK Stakeholders for Sustainable Development (UKSSD), to challenge and improve the UK's performance on the SDGs. The VNR was taken up by the International Development Committee and at the High-Level Political Forum. We also delivered two civil society statements to world leaders after the UK's VNR. We continue to mobilise on the SDGs with an impactful cross-sector event co-hosted with UKSSD on the values and approaches needed to deliver the SDGs and promoting working together
- ◆ Secured **an exemption for aid workers from the Counter-Terrorism Bill** to protect humanitarian NGOs' ability to operate in 'designated areas'.
- ◆ Our **Election Manifesto**, setting out what is needed to support UK leadership in international development, was taken up by most major political parties. Our detailed work on what a redesigned Commonwealth Development Corporation (CDC) could look like directly shaped the Labour manifesto.
- ◆ Working with Bond Development and Environment Group (DEG) group and The Climate Coalition (TCC), we shared **five key policy recommendations for COP 26** with the Prime Minister. The letter got coverage on Reuters and The New York Times among others and has planted important seeds on the critical links between social justice and climate change.
- ◆ Pushed for the Africa Investment Summit to promote sustainable investment and to engage civil society. This resulted in some CSO attendance, but none from Africa, and some limited coverage of sustainable investment.
- ◆ Delivered an aid effectiveness workshop to 40 participants to explore opportunities to embed and drive aid effectiveness policies across the sector. Attendees said they learned a lot and the event resulted in **new partnerships on aid quality**.

ACHIEVEMENTS AND PERFORMANCE (continued)

- ◆ We now have a strong set of working groups engaging in our policy areas through the policy and lobbying group, a new Policy Directors' group and many others.
- ◆ Bond has delivered successfully on a broad range of policy initiatives under this objective. We have led advocacy efforts on behalf of the sector on a range of issues, repeatedly getting strong support from more than 100 agencies for our letters to government and media statements. We have had good direct engagement with Government with a dozen or so high-level meetings (Secretary of State, Permanent Secretary, Ministers). This has increased significantly as Bond quickly stepped in to coordinate the sectors response to the Coronavirus pandemic, with a quarter of Bond's 44 working groups engaged in the dialogue with DFID regarding the Coronavirus response. In addition to DFID we have also built relationships and met with the FCO, the Prosperity Fund, DIT, BEIS, CSSF, NSC, HMT.

Despite our efforts, the Government's strong majority has enabled the recent merger of DFID and the FCO, though we remain active in trying to shape the new Department including through a well-received paper on the principles it should adopt.

ACHIEVEMENTS AND PERFORMANCE (continued)

5. Renewed and defended our movement

Championed the value of civil society in all its diversity, defending the space for it to operate and catalysing a renewal of public support and grassroots action for international development.

Major activities and achievements

- ◆ In the early part of the year we made a significant contribution to maintaining the **0.7% commitment despite threats during the general election period**. A public statement with 125 NGO CEOs was cited in much of the coverage around a DFID and Foreign & Commonwealth Office (FCO) merger. We also worked with the Campaign to influence the Conservative Party leadership contest and the General Election to secure commitments to maintaining 0.7 and an independent DFID. Whilst the 0.7% commitment remains, the Government has now merged DFID with the FCO.
- ◆ Working with others to secure **changes to anti-advocacy clauses** in government contracts by engaging with the Cabinet Office. These have also affected Bond's own grants and contracts with DFID.
- ◆ Secured **new guidance from the Electoral Commission** to be more encouraging about NGOs campaigning during election periods. We also co-signed a second manifesto on freedom to campaign with the other platforms (e.g. National Council for Voluntary Organisations (NCVO), Association of Chief Executives of Voluntary Organisations (ACEVO), Sheila McKechnie Foundation (SMK), Quakers etc). The results of the SMK campaigner survey found that this new guidance had a positive impact on campaigner confidence
- ◆ **Published 'Ensuring civil society is heard'** aimed at improving government engagement with civil society. It was a bold report that challenged DFID, and other departments, to do more to engage and promote a strong and vibrant relationship.
- ◆ We pushed to shape the values of Global Britain and **promote a positive view of the aid budget** and UK leadership. We informed the parliamentary debates on 'Global Britain', engaging cross-party MPs on a 'Global Britain' based on compassion at the heart of its foreign policy with Overseas Development Assistance (ODA) having poverty alleviation as its core purpose.
- ◆ With the Campaign, launched "Public Insight 2020" to bring new insights on marginally engaged audiences to support NGO communications. NGOs are beginning to bring their learnings from presentations into their own communications and continue to engage on how they can adapt to reach marginally engaged audiences.

ACHIEVEMENTS AND PERFORMANCE (continued)

- ◆ The Campaign has led on coordination for the Spending Review. The full review has been delayed but the spending round saw DFID's budget increase and there was recognition from HM Treasury of concerns about quality of aid spent by other Government Departments.
- ◆ The Campaign has engaged and actively empowered small groups of activists in key constituencies to raise awareness of UK Aid and international development in key geographies as well as to influence key decision makers, growing from 4 to 16 active groups this year.
- ◆ The Campaign has engaged supporters across the UK as part of the "Ninjas" project, training activists to have positive conversation online about UK Aid. Depending on content, between 4-10 actions are taken by this group on an average weekly basis
We have strengthened our role as the 'go to voice' for the sector which has helped us deliver on this objective, alongside significant work to maintain civil society space. This will need to continue in challenging political conditions and restrictions due to the Coronavirus pandemic at home and abroad. In the UK, our work is accompanied by the work of the Campaign for Aid that focuses on public engagement in development issues, which remains critical.

Additional to the Strategic Objectives

Of significant note, and cutting across what we had set out to achieve, is **the response to the Coronavirus pandemic** that occurred right at the end of the reporting year. As an organisation we immediately adapted to on-line working – ensuring that the sector continued to be properly supported. We led a five-pronged strategy to protect the sector – from providing initial information, to 300 people strong webinars on areas such as funding, leadership, and well-being. We have coordinated a policy and political response across the sector – on the short-term health and economic priorities and also the need to 'build back better'. We have weekly engagement with member CEOs and a bi-weekly progress meeting with the Permanent Secretary and Minister Baroness Sugg at DFID. We also secured working groups on health (with Action for Global Health), rights, funding and humanitarian aid. The results will be shared in next year's report, but the way staff responded to support our members through this crisis was a significant achievement of 2019-20.

FINANCIAL REVIEW

Results for the year

Total income was £3.89m in 2019/20 (£3.47m in 2018/19) and expenditure was £3.50m (2019 – £3.20m). Bond secured considerable growth across most unrestricted income lines. The one unrestricted income line that decreased was the annual conference that was due to be held at the end of March, but had to be cancelled due to Coronavirus. This was partly compensated by the income increase from other unrestricted activities including membership subscriptions, events and training. As a result of good cost control, Bond achieved an unrestricted surplus of £177k which was close to plan and the last part of a four year strategy to rebuild reserves.

Restricted income continued to grow and was at £2.21m (2019 – £1.48m). The main sources of the increase were the approval of a new grant from the Bill and Melinda Gates Foundation and more income related to the campaign on the Case for Development. We also continued to receive grants from the Department for International Development (DFID) amounting to £1.15m, other institutional funders such as the EC, and trusts and foundations. Details of income are provided in Note 1 to the accounts.

Overall, the sustainable cost base and steady growth in most unrestricted income areas, combined with the continued good relationship with donors means that Bond is in a strong financial position. It needs to continue to diversify its income and be agile with its earned income. This has never been more important than now as we enter a time when both unrestricted and restricted income are likely to be more difficult to generate.

Reserves policy and financial position

Bond finished the year with reserves of £1,152k. After deducting restricted reserves of £284k and designated funds of £18k (which are held within tangible fixed assets), Bond's level of free reserves at 31 March 2020 amount to £850k, which is now just £30k below the reserves level required by our reserves policy (see below). This is a notable improvement on the low level of reserves in 2015/16 and now puts Bond in a healthy financial position, with both strong reserves and a business model that has been running routine surpluses for four years. It is highly likely that Bond will have to use some of its reserves in the next year to continue its work in the context of a difficult environment for earned income. Nevertheless, the aim is to try to maintain the current level of reserves over the next two years. We will continue to adapt income streams and look to remove costs where possible.

Bond holds reserves to enable activities to continue in the event of a reduction of income or a major shock which requires urgent investment and to safeguard the organisation's future. The operational reserve is set at 12 weeks of running costs, estimated at £40k per week, amounting to £480k. The strategic reserve aims to provide funding to develop new sources of income and provide bridge funding for existing activities. The trustees would like to see this in the range of £350k-£400k.

The Board reviews the reserves policy annually at its awayday to ensure it still meets the needs of the organisation and is sufficient to manage risks. The trustees recognise that the reserves are held to mitigate future risks.

FINANCIAL REVIEW (continued)

Assessment of going concern

The trustees recognise that there is significant uncertainty in the external environment which may yet impact the charity. The Board and senior managers are ready to work flexibly to enable the important and valuable work of the charity to continue, adapting to change as necessary. Bond has reserves within its policy range that it has built up over the last four years, has had a consistent portfolio of donors, the largest of which still has two years to run, and has a diverse base of earned unrestricted income that is constantly adapting. The membership level has also been resilient. The Board has reviewed the sensitivity of particular income streams over the next 2-3 years, together with the associated costs. While certain unrestricted income from events, recruitment and training may decline if demand falls, the costs are variable and can be reduced. Based on this work and assessment of future income, the trustees, while accepting there are concerns for all charities in the current economic environment, believe these do not at present constitute a material uncertainty to Bond as a going concern.

Investment policy

Bond invests its reserves in interest bearing accounts with minimal risk.

Fundraising

Bond does not engage in public fundraising and does not use professional fundraisers or commercial participators. Bond nevertheless observes, and complies with, the relevant fundraising regulations and codes and received no complaints during the year relating to its fundraising practice.

Principal risks and uncertainties

As part of our risk management framework, the risk register is reviewed periodically with oversight by the board of trustees. It is used to monitor the major risks faced by the organisation and to mitigate those risks. The major risk areas are described below.

- ◆ **Strategic:** This is the biggest risk area that contains many of the highest scoring individual risks. The strategic risks cut across areas such as the evolution of the sector, government policy, leadership, and threats to the sector such as Coronavirus and Brexit. It should be noted there are also opportunities in these risks, especially as Bond continues to strive to be an adaptive organisation. Although membership engagement has never been higher for Bond, current events surrounding the Coronavirus outbreak and ensuing lockdown have impacted many members' finances and consequently the ability of some to pay membership fees and purchase services. We will be moving into a new strategy over the course of the next year and this will need to reflect the situation that the sector finds itself in. On a separate note we will also be looking at governance and how this can be further strengthened.

FINANCIAL REVIEW (continued)

Principal risks and uncertainties (continued)

- ◆ **Reputation:** The retention of confidence of members, stakeholders and donors is key to Bond's effectiveness. Any externally-facing work needs to be relevant and robust and internal support needs to be well managed. Bond has put a lot of focus on engaging with stakeholder groups, especially smaller organisations, and across the country to ensure we are equally accessible to all our members. This is likely to increase as we incorporate the learning of new ways of working as a result of Coronavirus. Continued investment in our digital offer and the greater connection that this brings will become apparent over the coming year. On a separate note, Bond has integrated the risks associated with the Campaign for Development into its risk register, and governance is now exercised through the Bond Board of Trustees.

- ◆ **Financial:** Both unrestricted and restricted funding impact directly on financial risks. For Bond, as for many other charities, the external environment now poses significant uncertainty. With an economic downturn because of the global pandemic, it is now highly likely that all sources of income to Bond will be affected. With senior management, the Board is planning responses that will maximise the opportunities and continue vital activities. We need to maintain Bond's healthy financial culture based on accountability and solid business principles as more than 50% of its funds come from paid-for services. With a changing political landscape Bond has to adapt and ensure that it can continue to represent its members effectively. The Board is working with the senior management to develop our approach. The Coronavirus pandemic has also presented opportunities for Bond to work with all its members and ensure that its work is as relevant today as it was yesterday. With senior management, the Board is committed to ensuring that it continues to work with members to provide them with services they need. Helping to mitigate some of the financial risks, we have seen membership income hold up well in the new year, we have secured further funds from DFID on the Learning From Consortia programme and are in discussions with other current donors for further or continued grants.

- ◆ **Compliance:** This is not seen as a significant risk area. Bond needs to ensure that it is compliant in key areas such as GDPR, safeguarding, and areas of government legislation such as the Lobbying Act. Bond has systems in place to manage all of these. During the year we have also adopted an environmental policy that has set benchmarks that we will aim to measure ourselves against over the coming years. Specifically, we are aiming for a 20% reduction in paper used and flights taken, which are our two main carbon emitters.

- ◆ **Operational:** There are a large number of operational risks, although few score as highly as Strategic or Reputational risks. The most important one continues to be ensuring a good enabling environment for staff. There has been considerable investment in systems and IT over the last few years. This has meant that a transition to on-line working as a default has been low risk.

PLANS FOR THE FUTURE

Bond is coming to the end of its 2016-2021 strategy. Given the many changes in our external environment, we have accelerated a strategic review and will transition to the new strategy in the coming year. We have identified three new strategic goals:

- ◆ To shape the **policy and political environment** in and through the UK to support a better future for the world's poorest people.
- ◆ To help the **sector change** in order to create real opportunities for impact out of the challenges it faces.
- ◆ To curate a **vibrant network** where CSOs (and others) support each other, learn together and are more than the sum of their parts.

The policy and political environment remain critical to shaping international development outcomes. We will use our resources to support the UK's leadership role as a partner in development, with a particular focus on aid effectiveness, the sustainable development goals, civil society space and 'beyond aid' and 'building back better' post Coronavirus. The sector itself is experiencing a maelstrom of change that we need to help it navigate and practically respond to. Finally, we maintain our role as an organisation bringing the sector together and ensuring that it is fit for purpose today through events, training and communications. We are in the process of developing these goals further into a fuller implementation plan. Whilst final development has been delayed due to the Coronavirus, we will report against these goals in the next annual report.

Bond will need to continue on its path to being a more agile and responsive organisation. This is appropriate as we are expecting a volatile policy and funding environment in the coming years. The ability to embrace any sector priority and apply its core strengths of convening, communication, and servant leadership is important for the long-term viability of Bond.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The organisation is a charitable company limited by guarantee, incorporated on 1 July 1997 and registered as a charity on 25 March 1998.

The Board is responsible for ensuring that the charity fulfils its charitable purpose and provides governance oversight for all activities. Detailed consideration of important aspects of governance are undertaken by committees, currently constituted as the Finance Committee, the Remuneration Committee and the Nominations Committee. Other ad hoc groups of trustees are formed as needed. Day-to-day management of the charity is carried out by a management team of four senior staff led by the Chief Executive, who report to the Board. The Board aims to apply the Charity Governance Code.

Appointment of trustees

The governing body of Bond is the Board of Trustees. Members of the Board are nominated from, and elected by, the Bond membership at the Annual General Meeting. In addition, the Board may co-opt up to four members from within or beyond the Bond membership to ensure that its composition has the skills necessary to govern effectively. The maximum number of trustees is twelve and the minimum is three. Elected and co-opted members of the Board may serve a maximum of two consecutive three-year terms. The Officers of the Board (the Chair, Vice-Chairs and Treasurer) are elected every two years by the Board members. It has recently been agreed that co-opted members of the Board are eligible to fill the Chair position. Currently, the Chair and Treasurer are co-options.

Trustee induction and training

Induction of new Board members includes meetings with the Chair (or Vice Chair), the Chief Executive, each member of the Management Team and other key staff members, as appropriate. New Board members are provided with relevant documents and access to information about the governance and the work of the charity. All trustees give their time voluntarily and receive no benefits from the charity in the year. Any expenses reclaimed from the charity are set out in note 6 to the accounts.

Related parties and relationships with other organisations

Bond has made some small sub-grants available to other organisations. These include Scotland's International Development Alliance (formerly NIDOS), Hub Cymru Africa, and CADA Northern Ireland. These range in scale from £20k to £80k per annum. Bond is also a member of other networks such as Concord (European level grouping of national sector bodies) and Forus (global grouping of national sector bodies) to which we pay subscriptions.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Remuneration policy

All staff receive a cost of living increase that is related to a range of inflation measures. All staff are paid above the minimum wage. There is also a spine point system that is applicable to all staff except the senior management team. For the most senior management staff there is a performance-based pay system. This is reviewed by the Remuneration Committee of the board. Pay for all staff is benchmarked using external specialists. Benchmarking took place during the year and will be repeated every 4 years. This exercise found that the median salary level for Bond staff was slightly below the median level for the wider sector. In addition, the trustees requested a review of the pay policy to ensure alignment with the sector and affordability. A variety of options were explored and a policy was finalised for the main body of staff. The policy as it applies to senior staff will be reviewed during the current year.

Funds held as custodian trustee on behalf of others

During the year, Bond hosted, and provided convening and administrative support to the 'Campaign for Development', which is a project and fund supported by voluntary contributions from members. During the reporting year members contributed £347,000 (2019 – £271,500) towards this campaign. Bond will continue to play this hosting role. At 31 March 2020, an amount of £65,831 was held (2019 – £44,601).

Trustees' responsibilities statement

The trustees (who are also directors of Bond for purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and accounting estimates that are reasonable and prudent;
- ◆ state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trustees' responsibilities statement (continued)

The trustees are responsible for keeping proper and adequate accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- ◆ There is no relevant audit information of which the charitable company's auditors are unaware.
- ◆ The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at the year-end was 445 (2019 – 433). A full list of members is available on the website. The trustees have no beneficial interest in the charity.

Approved by the trustees and signed on their behalf by

A handwritten signature in black ink, appearing to read 'Kate Sayer', written in a cursive style.

Kate Sayer
Chair of the Board of Trustees

Approved on: 23/09/2020

Independent auditor's report to the members of British Overseas NGOs for Development (Bond)

Opinion

We have audited the financial statements of British Overseas NGOs for Development (Bond) (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, the balance sheet, statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

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Statement of financial activities Year to 31 March 2020
(incorporating an income and expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Unrestricted funds £	Restricted funds £	Total funds 2019 £
Income from:							
Charitable activities	1						
1. Strengthened CSOs' capability		1,600	456,081	457,681	331	255,862	256,193
2. Built the network		1,676,521	515,034	2,191,555	1,966,794	423,858	2,390,652
3. Increased value through collaboration		300	158,920	159,220	15,500	78,058	93,558
4. Advocated to secure change		—	407,985	407,985	982	312,222	313,204
5. Defended the movement		—	675,186	675,186	—	411,898	411,898
Investments		2,853	—	2,853	494	—	494
Total income		1,681,274	2,213,206	3,894,480	1,984,101	1,481,898	3,465,999
Expenditure on:							
Raising funds	2	45,111	—	45,111	50,791	—	50,791
Charitable activities							
1. Strengthened CSO' capability		48,195	393,435	441,630	150,486	277,471	427,957
2. Built the network		1,071,507	507,279	1,578,786	1,164,986	432,718	1,597,704
3. Increased value through collaboration		29,784	132,020	161,804	39,815	78,124	117,939
4. Advocated to secure change		185,968	408,635	594,603	217,566	296,674	514,240
5. Defended the movement		123,947	557,610	681,557	79,978	413,464	493,442
Total expenditure		1,504,512	1,998,979	3,503,491	1,703,622	1,498,451	3,202,073
Net income (expenditure) being net movements in funds	4	176,762	214,227	390,989	280,479	(16,553)	263,926
Reconciliation of funds:							
Fund balances brought forward at 1 April 2019		691,024	70,227	761,251	410,545	86,780	497,325
Fund balances carried forward at 31 March 2020		867,786	284,454	1,152,240	691,024	70,227	761,251

All of the charity's activities derived from continuing operations during the above two financial years.

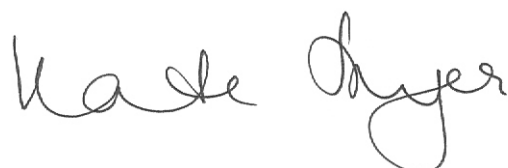
All recognised gains and losses are included in the statement of financial activities.

Balance sheet 31 March 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Tangible fixed assets	9		18,068		18,365
Current assets					
Debtors	10	418,297		422,386	
Cash at bank and in hand		2,337,477		1,586,596	
		2,755,774		2,008,982	
Liabilities:					
Creditors: amounts falling due within one year	11	(1,621,602)		(1,266,096)	
Net current assets			1,134,172		742,886
Total net assets			1,152,240		761,251
The funds of the charity:					
Restricted funds	12				
. Funds in surplus		303,612		79,774	
. Funds in deficit		(19,158)		(9,547)	
			284,454		70,227
Unrestricted funds	12				
. Designated funds		18,068		18,365	
. General funds		849,718		672,659	
			867,786		691,024
			1,152,240		761,251

The notes on pages 31 to 41 form part of these financial statements.

Approved by the trustees and signed on their behalf by:



Kate Sayer
Chair of the Board of Trustees

Approved on: 23/09/2020

Company Registration Number 3395681 (England and Wales)
Charity Registration Number 1068839 (England and Wales)

Statement of cash flows Year to 31 March 2020

	Notes	2020 £	2019 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	757,496	584,657
Cash flows from investing and capital activities:			
Purchase of tangible fixed assets		(9,468)	(18,162)
Interest received		2,853	494
Net cash used in investing activities		(6,615)	(17,668)
Change in cash and cash equivalents in the year		750,881	566,989
Cash and cash equivalents at 1 April 2019	B	1,586,596	1,019,607
Cash and cash equivalents at 31 March 2020	B	2,337,477	1,586,596

Notes to the statement of cash flows for the year to 31 March 2020

A Reconciliation of net movement in funds to net cash used in operating activities

	2020 £	2019 £
Net movement in funds (as per the statement of financial activities)	390,989	263,926
Adjustments for:		
Depreciation charge	9,765	8,186
Interest receivable	(2,853)	(494)
Decrease in debtors	4,089	40,409
Increase in creditors	355,506	272,630
Net cash provided by operating activities	757,496	584,657

B Analysis of cash and cash equivalents

	2020 £	2019 £
Total cash and cash equivalents:		
Cash at bank and in hand	2,337,477	1,586,596

Basis of preparation

These financial statements have been prepared for the year to 31 March 2020 with comparative information presented in respect of the year to 31 March 2019.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements. The financial statements are presented in sterling and are rounded to the nearest pound.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Areas of estimate and judgement

Despite considerable uncertainty in the external environment as a result of the global Coronavirus pandemic, the trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities with the next reporting period. The items in the financial statements where judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets for the purposes of determining a depreciation charge;
- ◆ estimating the provision for bad debts;
- ◆ the allocation of staff costs between support costs, expenditure on raising funds and expenditure on charitable activities; and
- ◆ The statement on material uncertainty affecting the judgement on going concern in the section within the trustees' report and in the next section.

Assessment of going concern

As a membership organisation, Bond receives valuable support from members through annual subscriptions and fees for services. Other activities are supported by charitable grants. While Bond acknowledges the risk that income may decrease in coming years, it is able to plan cost reductions and may use reserves where appropriate.

The trustees have considered the impact of the global Coronavirus pandemic on the charity and have concluded that although there may be some negative consequences, there are no material uncertainties about the charity's ability to continue as a going concern and it is therefore appropriate for the charity to continue to prepare its accounts on the going concern basis.

Income recognition

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable the income will be received and the amount can be measured reliably.

Income from government and other grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably. Where entitlement to grants is dependent upon fulfilment of conditions within the charity's control, income is recognised when there is sufficient evidence that the conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions, the income is deferred.

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable.

Income generated from the supply of goods or services is included in the statement of financial activities in the period in which the supply is made.

Membership income is recognised over the year to which it relates with the part relating to the next financial year carried forward in creditors.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose such as recruitment advertising and the annual conference and exhibitions; and
- Expenditure on charitable activities includes the costs of delivering services such as member services, consultancy services, the annual conference and exhibition, recruitment advertising and training activities undertaken to further the purposes of the charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of support and governance costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis, which are an estimate, based on staff time, of the amount attributable to each activity.

Governance costs are the costs related with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity:

1. Strengthened CSOs' capability	20%
2. Built the network	41%
3. Increased value through collaboration	8%
4. Advocated to secure change	15%
5. Defended the movement	8%
Raising funds	8%

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Leasehold Improvements	5 years
• Fixtures and fittings	5 years
• Computer equipment	3 years

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund accounting

General funds represent those monies which are freely available for application towards achieving any purpose that falls within the charity's charitable objects.

Designated funds comprise monies set aside out of unrestricted general funds for specific future purposes or projects and funds which represent the value of fixed assets which cannot be realised without compromising the ongoing activities of the charity.

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

Financial instruments

The only financial instruments held by the charity constitute payables and receivables. These are categorised as 'basic' in accordance with section 11 of FRS 102 and are initially recognised at transaction price. These are subsequently measured at transaction price less any impairment.

Pension contributions

Bond is a member of two pension schemes, The Ethical Fund and The Growth Plan, both administered by The Pensions Trust. Both plans are multi-employer money purchase schemes, however as the Growth Plan has certain guaranteed benefits it is required to be classified as a defined benefit scheme. Following a change in pensions legislation in September 2005 there exists a potential debt that could be levied by the trustees of The Growth Plan. The debt is due in the event of the employer ceasing to participate in the Plan, or the Plan winding-up. The Ethical Fund is a defined contribution scheme. The Growth Plan is also accounted for as if it were a defined contribution scheme as the actuarial valuation of the scheme's deficit liability is not material to the financial statements. Payments to both schemes are accounted for as expenditure when they fall due, with any outstanding contributions at the balance sheet date included in creditors in the balance sheet.

1 Income from: charitable activities

	Unrestricted £	Restricted £	2020 £	Unrestricted £	Restricted £	2019 £
1. Strengthened CSOs' capability						
DFID Aid Connect	—	381,221	381,221	—	255,862	255,862
DFID Safeguarding Unit	—	62,347	62,347	—	—	—
FORUS	—	12,513	12,513	—	—	—
Safeguarding	1,600	—	1,600	331	—	331
	1,600	456,081	457,681	331	255,862	256,193
2. Built the network						
DFID Aid Connect	—	490,142	490,142	—	363,858	363,858
DFID Future Fit	—	—	—	—	—	—
DFID Safeguarding	—	—	—	—	60,000	60,000
Open and Inhouse Training	491,553	—	491,553	463,579	—	463,579
Membership fees	892,883	—	892,883	801,675	—	801,675
Bond Annual Conference	—	—	—	394,517	—	394,517
Recruitment advertising	231,307	—	231,307	210,330	—	210,330
Other income	60,778	—	60,778	86,693	—	86,693
National Lottery Community Fund	—	24,892	24,892	—	—	—
	1,676,521	515,034	2,191,555	1,956,794	423,858	2,380,652
3. Increased value through collaboration						
DFID Aid Connect	—	108,920	108,920	—	78,058	78,058
Calouste Gulbenkian	—	50,000	50,000	—	—	—
Consultancy	300	—	300	15,500	—	15,500
	300	158,920	159,220	15,500	78,058	93,558
4. Advocated to secure change						
DFID Aid Connect	—	108,920	108,920	—	119,626	119,626
Bill & Melinda Gates Foundation 2019-2021	—	260,547	260,547	—	—	—
Bill & Melinda Gates Foundation 2018-2019	—	38,518	38,518	—	192,596	192,596
Other small grants	—	—	—	982	—	982
	—	407,985	407,985	982	312,222	313,204
5. Defended the movement						
Case for Development	—	347,000	347,000	—	271,500	271,500
EC DEAR	—	33,449	33,449	—	52,133	52,133
Open Society Foundation	—	36,952	36,952	—	38,265	38,265
Joseph Rowntree Trust	—	50,000	50,000	—	50,000	50,000
Bill & Melinda Gates Foundation 2015-2018	—	207,785	207,785	—	—	—
Sub-total	—	675,186	675,186	—	411,898	411,898
Total income from charitable activities	1,678,421	2,213,206	3,891,627	1,983,607	1,481,898	3,465,505

Notes to the financial statements Year to 31 March 2020

2 Analysis of expenditure

	Charitable activities					Support costs £	Governance costs £	Cost of raising funds £	Total funds 2020 £
	1. Strengthened CSOs' capability £	2. Built the network £	3. Increased value through collaboration £	4. Advocated to secure change £	5. Defended the movement £				
Staff costs (note 5)	332,608	546,000	88,671	439,519	339,525	174,411	16,960	29,543	1,967,237
Events	45,596	269,848	482	20,923	11,296	4,405	—	—	352,550
Member services	—	21,127	—	—	—	—	—	—	21,127
Travel	2,711	3,682	3,553	10,494	10,327	441	398	—	31,606
Office rent and storage	—	45	—	—	—	205,687	—	—	205,732
IT and communications	—	11,086	—	—	22,773	71,454	—	—	105,313
Membership subscriptions	—	5,666	—	924	2,829	1,474	—	—	10,893
Office supplies and general costs	—	—	—	—	—	11,595	—	—	11,595
Bank charges	—	14,064	—	—	—	2,342	100	—	16,506
Professional fees	11,866	245,258	—	5,831	109,708	9,557	8,650	—	390,870
Consultancy	9,929	36,973	45,746	23,504	91,691	—	—	—	207,843
Joint Partnerships sub-grants	—	168,167	—	—	—	—	—	—	168,167
Research and development	—	—	—	—	—	—	—	—	—
Depreciation	—	—	—	—	—	9,765	—	—	9,765
Bad debts	—	—	—	—	—	4,000	—	—	4,000
Trustees' meetings and expenses	—	—	—	—	—	—	288	—	288
	402,710	1,321,916	138,452	501,195	588,149	495,131	26,395	29,543	3,503,491
Support costs	36,950	243,870	22,171	88,680	88,680	(495,131)	—	14,780	—
Governance costs	1,970	13,000	1,181	4,728	4,728	—	(26,395)	788	—
Total expenditure 2020	441,630	1,578,786	161,804	594,603	681,557	—	—	45,111	3,503,491

Notes to the financial statements Year to 31 March 2020

3 Analysis of expenditure (continued)

	Charitable activities					Support costs £	Governance costs £	Cost of raising funds £	Total funds 2019 £
	1. Strengthened CSOs' capability £	2. Built the network £	3 Increased value through collaboration £	4. Advocated to secure change £	5. Defended the movement £				
Staff costs (note 5)	318,507	541,319	73,031	324,737	270,163	157,982	—	14,783	1,700,522
Events	5,013	476,891	—	14,017	18,459	5,284	—	—	519,664
Member services	—	9,302	—	—	—	—	—	—	9,302
Travel	1,597	4,889	57	4,255	3,141	403	12	—	14,354
Office rent and storage	—	—	—	—	—	203,902	—	—	203,902
IT and communications	—	16,129	—	5,295	1,569	44,996	—	—	67,989
Membership subscriptions	3,313	405	—	19,788	5,691	1,977	—	—	31,174
Office supplies and general costs	—	—	—	—	—	12,584	—	—	12,584
Bank charges	—	11,628	—	—	—	1,386	—	—	13,014
Professional fees	—	218,350	—	6,208	95,801	27,883	8,533	—	356,775
Consultancy	27,509	72,721	17,844	31,914	26,600	3,334	—	—	179,922
Research and development	—	75,028	—	—	—	—	—	—	75,028
Depreciation	—	—	—	—	—	8,185	—	—	8,185
Bad debts	—	—	—	—	—	8,000	—	—	8,000
Trustees' meetings and expenses	—	—	—	—	—	—	1,658	—	1,658
	355,939	1,426,662	90,932	406,214	421,424	475,916	10,203	14,783	3,202,073
Support costs	70,506	167,452	26,440	105,759	70,506	(475,916)	—	35,253	—
Governance costs	1,512	3,590	567	2,267	1,512	—	(10,203)	755	—
Total expenditure 2019	427,957	1,597,704	117,939	514,240	493,442	—	—	50,791	3,202,073

Professional fees in Objective 2: Built the network, relate to expenditure to help improve the CRM systems and the website.

Annex 2: membership Year to 31 March 2020

4 Net income (expenditure)

This is stated after charging:

	2020 £	2019 £
Depreciation	9,765	8,185
Operating lease rentals		
. Property	204,660	202,956
Auditor's remuneration (excluding VAT)		
. Audit services	8,500	8,500
Foreign exchange gains (losses)	172	869

5 Staff costs

	2020 £	2019 £
Salaries and wages	1,635,027	1,411,123
Redundancy and termination costs	6,250	19,241
Social security costs	169,287	150,559
Staff benefits	1,054	2,333
Pension contributions	105,802	89,603
Other costs	49,817	27,663
	1,967,237	1,700,522

The following number of employees received benefits and remuneration in excess of £60,000 during the year (excluding employer national insurance and pension contributions):

	2020 No.	2019 No.
£60,001 - £70,000	2	2
£80,001 - £90,000	2	1
	4	3

The average number of employees during the year was:

	2020 No.	2019 No.
By employee function		
Raising funds	1.0	2.0
Advocacy and representation (Advocated Change & Defended the Movement)	11.9	10.1
Strengthened CSOs' capability and Increased value through collaboration	4.0	5.6
Built the network (membership services)	16.3	9.6
Support	5.9	5.6
Governance	0.5	0.5
	39.6	33.4

The overall increase in the number of staff employed brings this up to the agreed complement set in 2016 with the extra addition of 3 staff on the campaign. Others were brought in to support member focussed initiatives such as training and recruitment, as well as the office infrastructure.

6 Key management personnel

The key management personnel comprise the trustees and the senior management team. The trustees were not paid nor did they receive any other benefits from the charity in the year (2019 – £nil).

The total employee benefits (including employer national insurance and employer pension contributions) of the senior management team were £277,030 (2019 – £298,730).

Trustees may be reimbursed for the cost of travel and subsistence in accordance with the charity's policy. In the year, a total of £263 was reimbursed to 2 trustees (2019 – £220 reimbursed to 1 trustee).

7 Related party transactions

Certain transactions have been carried out during the year with members of Bond. Membership requires a fee and in exchange, various services are given designed to improve the impact and quality of their work. With the exception of Tania Songini, the Treasurer, all Trustees are senior staff members of member organisations.

8 Taxation

The charitable company bears no corporation tax as all its income falls within various charitable exemptions and is applied for charitable purposes.

9 Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2019	39,325	45,533	78,112	162,970
Additions	1,832	7,636	—	9,468
At 31 March 2020	41,157	53,169	78,112	172,438
Depreciation				
At 1 April 2019	34,991	44,050	65,564	144,605
Charge for the year	1,956	1,479	6,330	9,765
At 31 March 2020	36,947	45,529	71,894	154,370
Net book values				
At 31 March 2020	4,210	7,640	6,218	18,068
At 31 March 2019	4,334	1,483	12,548	18,365

10 Debtors

	2020 £	2019 £
Trade debtors	248,560	364,517
Prepayments	151,206	22,889
Accrued income	18,531	34,980
	418,297	422,386

Annex 2: membership Year to 31 March 2020

11 Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	101,781	194,438
Taxation and social security	49,125	39,745
Other creditors	25,051	17,215
Accruals	147,038	44,063
Deferred income (see below)	1,298,607	970,635
	1,621,602	1,266,096

Deferred income	2020	2019
	£	£
Deferred income at 1 April	970,635	833,762
Amounts released from previous years	(970,635)	(833,762)
Amounts deferred in the year	1,298,607	970,635
Deferred income at 31 March	1,298,607	970,635

Deferred income at 31 March 2020 comprises the following (the amounts deferred correspond to the time in which either work is done or value of the income is realised):

	2020	2019
	£	£
Membership income	636,396	600,123
Learning and training income	22,494	33,178
Muslim NGO income	19,816	19,816
Open Society Foundation (OSF)	64,000	—
Conference sponsorship income	43,950	—
Conference delegate fee Income	9,168	—
Case for Development Gates income	207,783	—
Case for Development Income	147,500	251,000
Bill and Melinda Gates Foundation	133,000	38,518
Other income	14,500	28,000
	1,298,607	970,635

Annex 2: membership Year to 31 March 2020

12 Funds

Financial year 2019/20

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
Restricted funds					
DFID Safeguarding	—	62,347	(62,347)	—	—
DFID Aid Connect	(9,547)	1,089,203	(1,046,362)	—	33,294
EC DEAR	14,823	33,449	(60,152)	—	(11,880)
Open Society Foundation	1,820	36,952	(41,603)	—	(2,831)
Joseph Rowntree Charitable Trust	2,714	50,000	(57,161)	—	(4,447)
Bill & Melinda Gates Foundation 2018-2019	15,816	38,518	(54,334)	—	—
Bill & Melinda Gates Foundation 2019-2021	—	260,547	(230,372)	—	30,175
Bill & Melinda Gates Foundation (Case for Development)	—	207,785	(72,925)	—	134,860
Case for Development	44,601	347,000	(325,770)	—	65,831
FORUS	—	12,513	(12,513)	—	—
National Lottery Community Fund	—	24,892	(15,140)	—	9,752
Calouste Gulbenkian	—	50,000	(20,300)	—	29,700
Total restricted funds	70,227	2,213,206	(1,998,979)	—	284,454
Unrestricted funds					
Designated funds					
. Tangible fixed assets	18,365	—	—	(297)	18,068
Total designated funds	18,365	—	—	(297)	18,068
General funds	672,659	1,681,274	(1,504,512)	297	849,718
Total unrestricted funds	691,024	1,681,274	(1,504,512)	—	867,786
Total funds	761,251	3,894,480	(3,503,491)	—	1,152,240

The narrative to explain the purpose of each fund is given at the foot of the note below.

Prior financial year for comparison	At 1 April 2018 £	Income £	Expenditure £	Transfers £	At 31 March 2019 £
Restricted funds					
DFID Safeguarding	—	60,000	(60,000)	—	—
DFID Aid Connect	—	817,404	(826,952)	—	(9,548)
Comic Relief	21,432	—	(21,432)	—	—
EC DEAR	16,228	52,133	(53,538)	—	14,823
Open Society Foundation	(5,305)	38,265	(31,140)	—	1,820
Joseph Rowntree Charitable Trust	5,643	50,000	(52,929)	—	2,714
Bill & Melinda Gates Foundation 2018-2019	—	192,596	(176,780)	—	15,816
Case for Development	48,781	271,500	(275,680)	—	44,601
Total restricted funds	86,780	1,481,898	(1,498,451)	—	70,227
Unrestricted funds					
Designated funds					
. Tangible fixed assets	8,389	—	—	9,976	18,365
Total designated funds	8,389	—	—	9,976	18,365
General funds	402,156	1,984,101	(1,703,622)	(9,976)	672,659
Total unrestricted funds	410,545	1,984,101	(1,703,622)	—	691,024
Total funds	497,325	3,465,999	(3,202,073)	—	761,251

12 Funds (continued)

Purpose of restricted and designated funds:

◆ **DFID Safeguarding**

This grant provided funding for Bond to deliver a programme of activities, including comprehensive support and resources, to Bond members and other stakeholders to help tackle issues of safeguarding and the prevention of sexual exploitation, abuse and harassment in the international aid sector. The activities focussed specifically on support to NGOs to help implement safeguarding commitments made by organisations.

◆ **DFID Aid Connect**

An accountable grant agreement to help strengthen civil society organisations so that they have the capability to adapt to a rapidly changing environment, to advocate for change and to collaborate with others in pursuit of a more just and equitable world.

◆ **Comic Relief**

This is a restricted grant from Comic Relief supporting the effectiveness work. This ended during the prior year.

◆ **EC DEAR**

In the last two years, Bond has helped to coordinate a European Commission project entitled: Coherent Europe for Sustainable Development- Action for policies that will make a difference. The project aims to build capacity of NGO platforms in EU-13 countries in analysing national, regional and international policy coherence for sustainable development. This finished with a negative balance at the year end as we are expecting to be reimbursed with further funds in the next financial year.

◆ **Open Society Foundation and Joseph Rowntree Trust**

This funding supports Bond's work to create an open and enabling political and operating environment for civil society in the UK and to address issues related to civil society space such as restrictions on advocacy and campaigning, and bank de-risking. Both of these funds finished with a negative balance as we are expecting to be reimbursed with further funds in the next financial year.

◆ **Bill & Melinda Gates Foundation 2018-2019**

This was a one year extension of the three year 2015-2018 Gates Foundation grant. The 2015-2018 was a three year grant supporting Bond's work to provide UK NGOs with leadership, support and coordination to increase the effectiveness of their common advocacy, asks and messaging towards the UK Government on UK development policies, international positioning and aid (both quantity and quality). In the final year of this grant, this fund only supported our work on policy and advocacy.

12 Funds (continued)

◆ **Bill & Melinda Gates Foundation 2019-2020**

A 24 month (June 2019-May 2021) grant to support Bond’s programme for championing effective and poverty-focused UK aid. Bond will lead the international development sector in promoting a UK development agenda defined by the principles of cooperation, justice, and democratic public accountability. In practice, this involves Bond building the effectiveness and impact of member advocacy and engagement to ensure that all UK aid is clearly focused on reducing poverty, promoting sustainable development and supporting gender equality (as prescribed by the International Development Acts).

◆ **Bill & Melinda Gates Foundation (Case for Development)**

The BMGF is funding the Campaign to Defend Aid & Development to use pop-up brands that inspire activism of a hyper-local nature, which is visible to key decision makers. The grant funds targeted public engagement work in key influential geographies in England, reaching the marginally engaged public through precision Facebook advertising and ‘TownTakeovers’ in ‘PowerPostcodes’, where supporters work together to influence their marginally engaged friends and family. The grant funds Field Organisers to use a community organising model which first ‘builds power’ before ‘welding power’ and take activists through the cycle several times. As such, the Campaign aims to generate self-sustaining semi-autonomous groups that will innovate and take action appropriate for their own locality.

◆ **Case for Development**

The Case for Development Project is a campaign paid for by 26 of our members to protect and promote UK aid. The campaign works across political, policy, media and campaigning to ensure that there is strong support for UK aid across the UK, particularly in Government and across the public. Towards the end of the financial year we received an additional £147,500 for programming in the financial year 2020/21, which has been deferred.

Bond members contributing to the Case for Development

The following Bond members have contributed funding to Case for Development Project since its inception in 2016/17:

ActionAid UK	Global Citizen	Restless Development
Action Against Hunger	International Rescue Committee	Safer World
Age International	Islamic Relief UK	Save the Children
BBC Media Action	Malaria No More UK	Tearfund
CAFOD	Mercy Corps Europe	UNICEF UK
Care International UK	One Against Poverty UK	VSO
Christian Aid	Oxfam GB	WaterAid
Comic Relief	Plan UK	World Vision UK
Concern Worldwide UK	Practical Action	

12 Funds (continued)

◆ FORUS

This grant provided a funding contribution for Bond to organise and hold a one-day conference on safeguarding in the international aid sector in December 2019. The aim of the conference was to bring together Bond members and other stakeholders to share knowledge, expertise and learning on safeguarding, to encourage collaboration and to provide a space for open exchange on safeguarding issues in the aid sector.

◆ National Lottery Community Fund

The NLCF is a grant to support the Bond Disability and Development Group to create a platform for sharing learning. The platform will be used to help to remove some of the barriers mainstream organisations face in adopting disability-inclusive practices, whilst also helping to provide the knowledge and awareness regarding how to implement the changes needed.

◆ Calouste Gulbenkian Fund

This project aims to enhance the ability of the UK International Development sector to eradicate poverty, injustice and inequality. Bond, the UK network for organisations working in international development, plans to do this by helping the sector analyse and practically respond to converging futures challenges. This project is particularly focused on strengthening civil society and encouraging social innovation.

◆ Designated funds

Designated funds are held in accordance with Bond's reserves policy. A designated fund has been established to reflect the net book value of Bond's tangible fixed assets of £18,068 (2019 – £18,365).

13 Analysis of net assets between funds

An analysis of the net assets between the funds at 31 March 2020 is as follows:

	General funds £	Designated funds £	Restricted funds £	2020 Total £
Tangible fixed assets	—	18,068	—	18,068
Net current assets	849,718	—	284,454	1,134,172
	849,718	18,068	284,454	1,152,240

The prior year comparative is provided below:

	General funds £	Designated funds £	Restricted funds £	2019 Total £
Tangible fixed assets	—	18,365	—	18,365
Net current assets	672,659	—	70,227	742,886
	672,659	18,365	70,227	761,251

14 Pension scheme commitments

There are a total of 34 staff members in the pension schemes, 4 in the Growth Plan and 30 in The Ethical Fund.

The potential employer debt on withdrawal for Bond as at 30 September 2019 has been calculated as £39,661 (2018 – £36,564) for The Growth Plan. As Bond has, for now, opted to remain with the Plan and continues to offer this to employees, the likelihood of the debt crystallising is remote. An actuarial valuation has been provided by The Pensions Trust in respect of the liability at and movements for the year ended 31 March 2020 but defined benefit accounting has not been adopted on the grounds that the total liability at this date, and at the prior balance sheet date, was not material. Bond therefore continues to account for The Growth Plan on the basis of contributions payable.

The Ethical Fund has no debt on withdrawal.

15 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	2020	2019
	£	£
Less than one year	190,674	190,674
One to five years	238,343	429,017
	429,017	619,691

16 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.