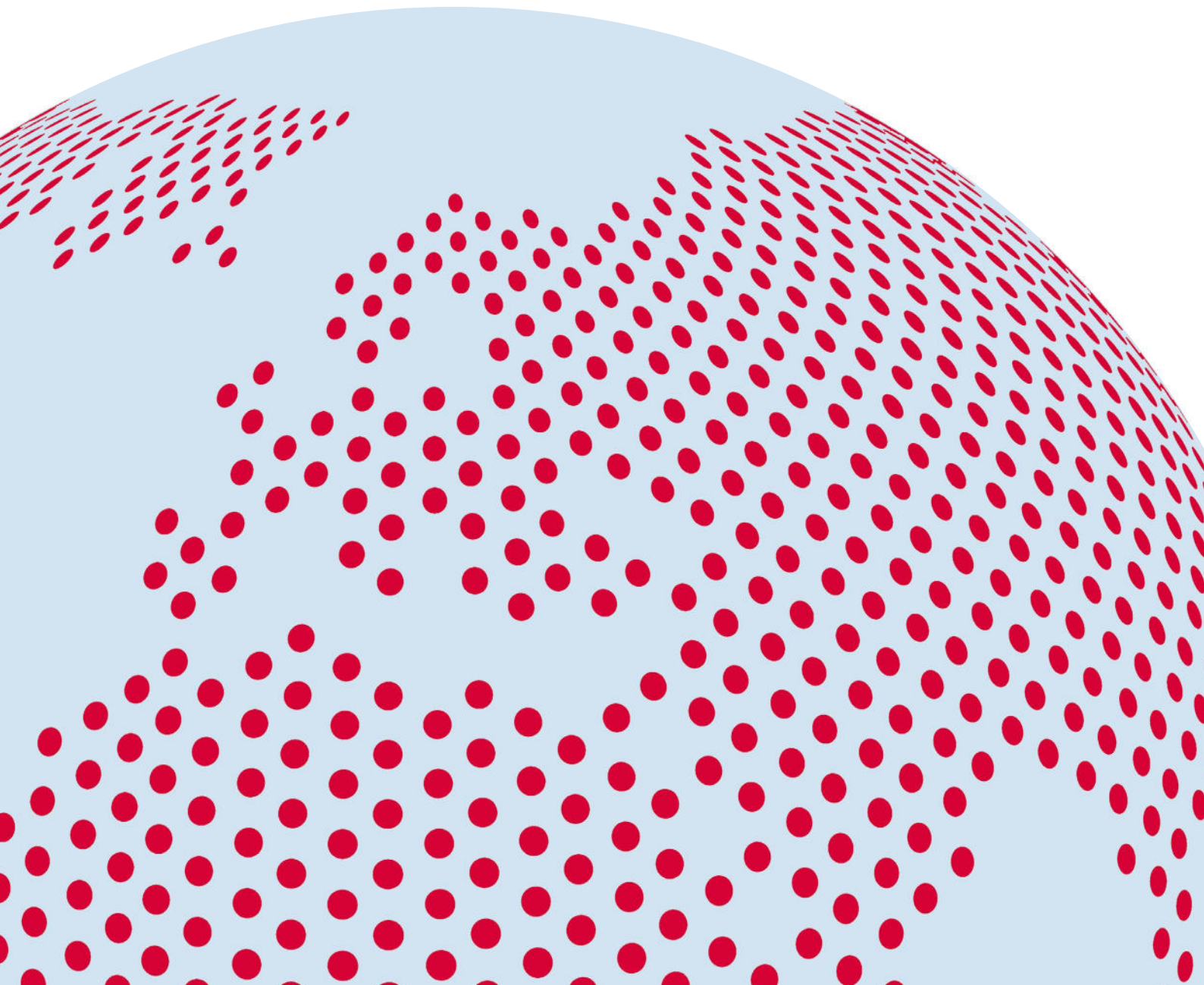


Bond Strategy 2016–2021

Building a network fit for the future



About Bond

Bond is the civil society network for global change. We bring people together to make the international development sector more effective.

bond.org.uk



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Foreword

Despite major shifts in economic development, technology and global and national politics, one in seven of the world's population still live in poverty. Income inequality has increased dramatically, with 85 individuals owning the same wealth as the poorest half of all the world's people put together. An upsurge in devastating conflicts and disasters arising from climate change has led to huge humanitarian and development challenges across the globe. Meanwhile civil society has been increasingly under pressure from governments, threatening the space for individuals, communities and organisations to support the marginalised, give a voice to the voiceless and advocate for change. The fact that so many people still remain poor, exploited, and are denied their rights should drive continued action to tackle injustice. The fundamental mission of the development community remains as morally and politically compelling as ever.

Yet there is room for optimism on some fronts. Bond's 2016–21 strategy is being fashioned at a key point of transition for international development, as world leaders agreed a set of Sustainable Development Goals (SDGs) to replace the Millennium Development Goals (MDGs). The fifteen years following the setting of the MDGs saw some remarkable progress in human development. The target of cutting extreme poverty in half, albeit contested as a definition, was met five years early in 2010, reflecting big falls across all regions of the globe, including in many of the poorest countries. Substantial gains were made in terms of improved school enrolment, health, maternal mortality and economic progress in many developing countries, particularly in Africa. Innovations in technology and digital connections began to offer new answers to entrenched problems and also to the emerging realities of urbanisation, demographic change and natural resource scarcity. But the scale of the global challenge remains substantial, demanding strategic leadership from governments and collective action to pursue sustainable results for the long-term benefit of people and planet.

This is the rapidly changing environment in which the Bond network currently operates. Our diverse membership of NGOs and other development actors are committed to eradicating the poverty, inequalities and injustices which persist in the world. As a network we cooperate and collaborate to support each other, harness our collective strengths and achieve more together than we could do separately. But the speed of change in the world demands agility and adaptive strategies. It poses fundamental challenges to the established model of development and, within that, the role of the UK-based civil society organisations who comprise the majority of Bond's membership. It is with an awareness of these opportunities and challenges that we set out Bond's strategic direction to 2021.

I. Introduction

Bond has more than 450 member organisations, and works with a wider network, including funders, academics, private sector, trade unions and civil society. We work to secure a fairer, more just world. Our strategy for 2016–21 stems from our continuing commitment to people experiencing injustice and inequality in any form, our analysis of the rapidly changing world and the challenges facing civil society, and a detailed process within the Bond network to determine the most useful role Bond can play to add value to members' work and secure the strategic change we seek. It represents an ambitious programme of work for the next five years, building on Bond's strengths and extending our work in new directions.

Listening to the network: what did you say Bond should do next?

This strategy was informed by an extensive process of consultation and discussion with a wide cross-section of Bond members, as well as others with whom we work, including "critical friends". A series of workshops and events, an extensive online consultation and over forty in-depth interviews with stakeholders took place. These built on insights gleaned through the dialogue which Bond had already convened in producing its two reports about the drivers for change and their implications for civil society: *Tomorrow's World* and *Fast Forward: The Changing Role of UK-based INGOs*.

Support for existing work

The majority of respondents expressed strong overall support for Bond's existing major programmes. Many were also positive about what they saw as Bond's increased sense of dynamism and focus in the recent period, and urged it to build on this. Members said they valued the mix of practical services and support in helping individuals and organisations in the "day job" of delivering development programmes and advocacy work that made an impact. They also said they liked the

fact that Bond was doing more to promote debate from diverse perspectives on the way forward and to provide a forum for challenge, for example, through the greatly-expanded annual conference. Bond was particularly valued for its role in convening members, supporting them in developing common positions and delivering effective joint policy influencing. Many also welcomed the recent increased emphasis on convening joint campaigning and mobilising work.

A clearer offer

However, it was also evident that many members are unclear on the spectrum of what Bond offers. They expressed loyalty and support, saying that "if Bond didn't exist we'd need to invent it", but found it hard to pin it down more specifically. Organisations often had a very partial view of Bond, and could see good value in particular aspects they were familiar with, but had little sense of the full range of what Bond does. This was reflected in relatively low levels of engagement and awareness of Bond services.

Go further

There were a number of areas where members felt that Bond could do more, including proactive convening to

make a better case for development to the UK public. It was felt that, while sustaining and developing its current work on aid (especially on its quality), Bond should do more to go “beyond aid” in convening members to influence and campaign on major “structural” causes of poverty. Suggestions included expanding the locus of activities to avoid being London-centric, helping members engage more at a European level, and linking more effectively into wider international civil society networks, in particular to support members to engage better with southern/in-country actors. They also wanted Bond to play a stronger role across the continuum of humanitarian, reconstruction and long-term development (as Bond did helping to convene UK work on Ebola through the “Ebola hub”). More generally, there was a clear call for Bond to show more proactive leadership in convening members to address collective challenges as it had done, for example, over the threats posed by the Lobbying Bill.

Respect diversity and difference

At the same time Bond was urged to go further in creating spaces for more diverse voices to be heard, new ideas to be discussed and greater challenge to be made to accepted ways of doing things, respecting difference and dissent. That said, respondents felt Bond should continue to amplify good practice rather than “enforce” standards. It was recognised that Bond helped its members achieve influence often by operating through a constructive “insider” strategy with policymakers, but it was also urged to be bolder in being prepared to convene more challenging “outsider” stances where required. Bond needs to be strategic about working with the network to balance these two approaches.

Broker connections

Bond was encouraged to continue developing its engagement with other stakeholders beyond the membership, brokering new alliances alongside services for members. One example was with private sector businesses who are increasingly assuming a role as development actors. Bond’s role should be to help members engage strategically with them where positive outcomes for development can be secured, while also being prepared to convene joint challenge to policies and practices that hinder good development.

Continuity and change

Taken as a whole, all this feedback has encouraged the Bond Board both to have confidence in the continued value of much of Bond’s existing work, but also to be bold in looking anew at its role, goals and relationships in order for it to be more forward-looking and relevant to its members over the next five years. The strategy aims to ensure Bond better addresses the pressures facing members today, while doing much more to help them prepare for the future challenges. Both are needed so that we can work together to bring us closer to the world we want to see.

II. Our track record: where are we coming from?

Our stakeholder responses suggested there was much that is valued about Bond's existing work. In this section we look at key strengths of the work undertaken over the last five years under the 2011–16 strategy, which will be built on in the 2016–21 strategy.

Growth in membership

Between 2011 and 2016, Bond's membership has grown by nearly a quarter to over 450 organisations. The range and diversity of the membership has changed at the same time, with new members coming from across the size spectrum. Membership continues to draw in organisations with a huge diversity in their core support – faith-based, trade union, diaspora – and working in a variety of ways from advocacy, peacebuilding, humanitarian and technical support, to human rights and disability. And in addition to its core constituency of traditionally defined development NGOs, the Bond network now includes a wider range of organisational structures from trusts, foundations and university bodies, to social enterprises and training providers. This shift has also drawn in a range of organisations newer to the international development space, with a heritage in causes such as environmental protection, human rights and international animal welfare.

Greater spending power

The international development NGO sector in the UK as a whole has grown not only in numbers and diversity of organisations but also in its total resources. The spending power of Bond's largest 20 members has increased by over 40% in the period of the strategy, rising from £1.40 billion at the end of 2010/11 to over £2.05 billion by 2014/15, reflecting both increased investment and trust in NGOs by UK and other national governments, and also an improvement in NGOs' ability to raise their own funds. The total spending of international development-focused organisations amounted to £3.6 billion in 2013/14, which represents over 9% of total spending by the UK charitable sector, according to Charity Commission figures.

Achievements of the Bond Strategy 2011–2016

The 2011–16 strategy set out an ambitious programme of work. It was built around three core aims: connecting for change, maximising our influence and strengthening the sector. Below we set out the key achievements of the last five years under those headings.

Connecting for change

Bond has reoriented its services for members to better ensure that its communications channels, events, training and support respond to the needs of members. Through more than 50 working groups, we now convene over 3,500 individuals across the sector, who have achieved a series of significant policy gains over the past five years. We have also made considerable progress in convening joint media work to defend and promote aid and development and the work of Bond's members.

The Bond Annual Conference and Exhibition has been transformed into one of Europe's leading events for international development and humanitarian work, reaching a global audience of nearly 1,000. Bond has made further progress in building its reputation for developing landmark events, through the launch of the first Bond International Development Awards in 2014. It had long been felt that the sector did not do enough to celebrate its amazing, but very rarely profiled, work. The 2015 event was a big success, with over 250 participants celebrating projects across four major categories, including an award for humanitarian work.

Maximising influence

The value of Bond's role in convening the sector has been seen on numerous occasions over this period. Bond coordinated the Turn Up Save Lives campaign, which led to a Private Member's Bill to enshrine the commitment to spend 0.7% of gross national income (GNI) in legislation, an outcome duly achieved. It convened the engagement of UK-based NGOs with the post-2015 process, the International Conference on Financing for Development in Addis Ababa and the many international G8, G7 and G20 meetings. Bond is proud to have responded to calls from sister national platforms in Europe and internationally for support on effective campaigning strategy – for example, in the work of our counterparts in France and Germany to lobby their governments at key moments on honouring their European aid commitments.

To secure a strong new set of development commitments within the SDGs that replace the MDGs, Bond helped to support the founding of both the Beyond 2015 policy advocacy network, and then action2015, a global mobilisation campaign that brought together over 1,000 civil society organisations in more than 120 countries around the world, including 70 organisations in the UK.

Responding to the challenge of diminishing public support, Bond has delivered research and tools, including a report, *Change the Record*, distilling extensive analysis of media coverage and public opinion research and charting joint strategies to reverse this decline. Bond convened its members to work with groups such as younger people and diaspora audiences, to regain public trust and support. Bond also convened coalitions to defend civil society's freedom to campaign on tackling the causes of poverty and global injustice, and their ability to deliver programmes in the tough context of conflict-affected countries, in the face of a range of regulatory and legal threats.

Strengthening our sector

During the previous strategy, civil society actors faced increasing pressure to prove their effectiveness and measure their development impact. In response, Bond convened its members to develop a collective approach to improving organisational performance and measuring results. This substantial joint effort produced a set of tools and resources, from which Bond developed services to support greater effectiveness. More recently, Bond has been helping organisations to adapt and innovate in the face of a rapidly changing external environment. Insights from Bond's new futures initiative fed into recent reports on the changing role for civil society organisations, and contributions to DfID's Civil Society Partnership Review.

Bond has also been supporting better policy and practice on accountability and funding, using its leverage for longer term, more sustainable development. Bond has supported 61% of all those publishing worldwide to the International Aid Transparency Initiative (IATI), and 84% of all UK publishers. It represented civil society interests in the global governance of the IATI system, and continues to push for open information that is useful to NGOs and their partners, as well as donors. Another example of Bond's role in advocating for systems change is funding policy. Beyond information, advice and support to organisations and funders, Bond has been building an authoritative voice on how funding can best be deployed to maximise development impact. It has focused on aspects of the funding system, such as choice of funding mechanism, adaptive funding, incentives and pricing, which have the potential to help or hinder optimal development outcomes.

Evolution

Overall, Bond is in a confident position to develop its next strategy. It has a good track record in delivering against the broad priorities of the 2011-16 strategy. However in such a fast-moving context, which poses profound questions for what NGOs do and how they go about it, Bond's role must evolve.

III. Our approach: what will guide the implementation of our strategy?

Bond's strategy over the next five years will build on these important areas of strength. It will also develop a new set of priorities, based on analysis of the changing drivers in the context for the international development community and civil society. We highlight four key ways of working which will be critically important within that context.

Listening and engaging

Bond must be better at listening and being truly in tune with the concerns and priorities of its diverse membership. It will ensure it is proactive in seeking and securing mandates from representative groups of members for each major initiative. To this end Bond will invest in better ways of gathering and distilling insight and intelligence about its members – from the largest to the smallest. Bond will reflect the diversity of views and approaches of its membership in the spectrum of initiatives it delivers, but recognise that individual strands of work may not necessarily be based on a consensus of the full membership. It must work hard at engaging a more comprehensive range of professions and people that make up this diverse sector – from fundraisers to advocacy professionals, from front-line development workers to those working in operations or behind the scenes, from CEOs to people trying to enter the sector. Bond needs to be the beating heart of the development movement, rather than a generally reassuring, if slightly distant presence.

Bold and challenging

Bond must be more creative, bold and ambitious to achieve its objectives, and to be in line with the scale of its members' mission and the global development challenge. It will fight threats to civil society's right to act and to challenge the structural causes of poverty and inequality. There was a clear view from the consultation that Bond needs to be a "critical friend" to its members. It needs to help them constructively critique each other and to confront new challenges and opportunities. Bond must be prepared to take risks to act in its members' interests, and to better embrace fresh thinking and approaches in how it works most effectively to achieve its objectives.

Proactive and focused

Bond must provide more proactive leadership in convening a set of coalitions for specific objectives from across the spectrum of the membership. In doing this it should better identify how it can focus on successfully delivering a small number of more far-reaching, concrete outcomes, rather than skimming across a long list of issues at a shallow, lowest-common-denominator level. This will require tougher prioritisation, as well as creative approaches to source the resources needed to do the job and make most effective use of them. Bond needs to be transparent and accountable in how it uses the resources it raises from both members and donors, and to ensure these are aligned with strategic objectives to achieve maximum impact.

Outward and future-facing

Bond must help its members look outward by convening better dialogue and partnerships with other constituencies and stakeholders, from business to diaspora to trade unions, where working with them can help the development community achieve its strategic objectives. This will include sustaining strong and effective engagement with civil society networks in the UK and in other countries and regions. Across all our work we will recognise and seek to understand the rapidly evolving external environment, helping our network to adapt and innovate to ensure it is equipped to address emerging development challenges.

IV. Our aim and objectives: what do we want to achieve by 2021?

Over the period of this strategy, Bond aims to convene a stronger, more vibrant network of members and allies working together to eradicate poverty, inequality and injustice. Together we will pursue bold visions, ideas, campaigns and programmes that enable civil society to grasp new opportunities to create a more just world. Bond will lead its network so that by 2021 it has achieved the following objectives:

1. Strengthened organisational effectiveness

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

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. Provided leadership for innovation

Stimulated and supported its members to innovate across their work in light of a rapidly evolving external environment, generating creative approaches, new solutions and improved resourcing models to address development challenges.

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.

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.

V. Our programme: how will we deliver these objectives?

1. Connections and collaborations

Between 2016 and 2021, Bond will challenge organisations and individuals working in development to engage with the rapidly changing world and support them in collaborating to achieve change. Building on the strength of the existing network, we will build connections within and beyond the current Bond membership that support better working and knowledge exchange, and challenge existing norms. In our interconnected world, new solutions will come from a range of actors, bringing ideas or expertise to bear on the complex challenges of development. Bond will 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.

We will harness the power of our network, providing services, support and signposting to get the best out of our collective efforts. Ensuring Bond complements members' work, rather than duplicating it, we will amplify good practice and celebrate innovation and inspiring development work. Through our communications and media activity we will champion members' work, and challenge negative narratives. The services and connections we develop over the coming five years will support individuals across the development community.

1a. Build opportunities for collaboration

Based on our improved understanding of member needs, we will support organisations to broker new alliances, connecting with international partners and others with development and humanitarian interests, including trade unions, migrant groups, the private sector, universities, think tanks and social entrepreneurs. These new alliances will support our effectiveness and influencing work, and also provide access to new partnerships for service delivery and income development, including opportunities to grow the membership. They will also bring benefits to members and to those approaching Bond as the gateway to better understanding of development issues and actors. We will continue to build on the impact of our Working Groups, taking them to a new level, as we establish our communities as "hubs of excellence", extending their reach and impact. Bond will build links nationally, regionally and globally, undertaking joint work with our peer networks of the UK Alliance in

Scotland, Northern Ireland and Wales, through CONCORD in Europe and globally with the International Federation of NGO Platforms (IFP), Civicus and others. Universal social change agendas that apply to the global north as much as to the south mean Bond must connect better with its domestic counterparts.

1b. Support our network with relevant, high-quality services

Bond will continue to develop a set of services which meet organisational and individual needs in an agile and responsive way. Our focus will be on delivering services where there is unmet need, where we have particular expertise, and where we can really add value to members' work. We will support organisations and individuals to deliver the highest quality work, with a particular focus on the future and the changing context. Bond will help to equip the development workforce, and those entering the sector, with the appropriate skills and leadership, and provide learning opportunities and new forms of accessible training which foster the sharing of knowledge across our network. We will forge relationships and services that better span the development, humanitarian and peace-building work of our members.

1c. Provide a more effective joint voice for the sector

Bond will continue to build its role as a voice for the sector and to provide opportunities, through coordination and collaboration, for members to come together to project a joint voice. Through both proactive and reactive joint media work we will continue to shape public perceptions of development, and raise the profile of the Bond network. We will help coordinate and support the membership in terms of its relationship with the media, and help shape the wider debate about development in the public space.

1d. Create events and spaces for learning, debate and challenge

During the last strategy period, we built the Bond Annual Conference and Exhibition into a world-class event, which provides extensive opportunities to discuss the challenges the global development community is addressing. Bond will continue to develop a variety of events of this kind, some large-scale and some more specialised. As we continue to improve our

understanding of the way members work, we will support the network to share information and analysis which will illuminate emerging issues and thinking. We will build a coherent and extensive set of opportunities, both offline and online, for our members to enhance expertise and knowledge, and to debate and challenge each other and wider stakeholders. Bond will connect individuals from different parts of the sector who do not normally meet each other, to encourage cross-fertilisation of ideas and practice.

1e. Lead the way on digital cooperation

Digital channels offer ever-evolving opportunities for effective, cooperative development as they continue to transform not just communications but also fundraising, campaigning and delivery. New models will create links and communities between members, but also between funders, supporters and beneficiaries. Bond will lead the way on these transformations, helping to investigate and promote innovative new forms of cooperation rather than fighting to defend the status quo. Bond will champion and foster agility in the development sector and will develop and advocate for platforms that stimulate new forms of effective collaboration.

2. Impact and effectiveness

Between 2016 and 2021, our commitment to effectiveness and impact will remain a cornerstone of Bond's work. Bond intends to continue its long-term programme developing the capacity of organisations to help them to operate better and to achieve better development outcomes. Building on the tools, services and examples co-produced with our network, Bond will continue to support better monitoring, evaluation, evidence use, learning, transparency and accountability. We will combine help to improve the skills, knowledge and confidence of individuals, with work to strengthen organisational systems and policies. All of this requires sustained effort, which Bond commits to continuing, in pursuit of long-term sustainable development.

New areas of work under this heading build on Bond's strengths. Evaluation of our effectiveness work to date shows that the pace and degree of organisational change is highly dependent on leadership. Bond will initiate a new leadership programme, which will combine strategic support for organisational change with futures insights. We will also build on opportunities to effect systems

change, thus securing a more substantive and enduring improvement to overall effectiveness. Bond will use its influence with national and global institutions to seek improvements to transparency and accountability practice. It will work with funders to strengthen the funding system, so that funding approaches are better aligned with effective outcomes.

2a. Support individuals and organisations to improve their effectiveness and impact

Reliable evidence of what development interventions achieve is central to enabling learning and continuous improvement by individuals, organisations and civil society as a whole. Bond will continue to support organisations and individuals to develop the knowledge and skills necessary to measure and learn from their work. We will promote use of our existing resources and provide training, consultancy, learning, showcasing opportunities and peer support through online and face-to-face means. These services will be further developed in light of feedback and emerging practice from members, partners, beneficiaries and academics. We will work with leaders and their teams to build cultures that learn from experience and evidence in order to improve quality and impact. We will share the learning from this long-term programme with peer platforms and networks across the world to help strengthen civil society capabilities.

2b. Lead a foresight and innovation programme to help organisations adapt and innovate

"Business as usual" will not be a sustainable strategy for UK-based NGOs over the coming years, and many will need to confront issues about the direction, substance and approach of their work. Bond will continue to expand its futures initiative to help NGO leaders understand the changes that are likely to affect them over the next decade; to enable them to face up to challenging questions of legitimacy, purpose and utility; and to support their ability to innovate, adapt and revise their business models. We will deliver an exciting programme that connects our network to dynamic thinking, whether this be from tech entrepreneurs, business start-ups, social movements, virtual NGOs or futurists. Bond will help build the behaviours, cultures and environment where new ideas can be created, tested and incubated. We will share experience from innovators within and beyond NGOs about the conditions in which creative

processes can flourish. We will support individuals to have the space, energy and support to think boldly. And we will work with funders and policymakers to establish an operating environment where honesty is welcomed, “failure” is taken as an opportunity to learn and improve, and adaptation in the light of a changing context is actively rewarded.

2c. Promote trust and accountability through improved transparency

Bond will continue to work with members, funders and supporters to promote greater openness in our sector. Openness about finances, activities and results is increasingly expected in order to demonstrate legitimacy and effectiveness, and is essential if people are to trust charities. We will continue to provide practical support to organisations to share information and data about their work, including through the International Aid Transparency Initiative (IATI). Bond will also build its strategic influencing role with the institutions charged with accountability and transparency systems, speaking up for a civil society perspective. Our focus remains on what is useful: how information can be shared in the interests of accountability to stakeholders, better learning, improved efficiency and greater impact. Bond is particularly keen to strengthen accountability to marginalised women and men in the global south. We must ensure their priorities are reflected in our work, that their voices are heard and that images and accounts of their lives are communicated with integrity. Bond will showcase the good practice and innovative approaches of those who take this accountability seriously.

2d. Support improvements to the funding ecosystem so that funds are designed and deployed to achieve best development impact

Bond will continue to provide services to help funders fund better and to help the development community understand fundraising opportunities and requirements better. Bond will deploy its expertise to influence funding policy and practice so that this is better aligned to achieve more development impact. We will work with all types of funders, from philanthropists and independent foundations to governments, and we will share learning about new forms of financing, giving and income generation. We will advocate for appropriate funding mechanisms matched to purpose, funding that allows for adaptation and risk-taking, a diverse supplier base

and appropriate pricing of services. We will work with networks of influential funders in the UK and globally to reform the rules of the game that hold NGOs back, encouraging policy and regulatory change where needed. Our intermediary function here is highly valued and we believe it is in the interests of NGOs and funders to collaborate on strengthening the system.

2e. Model good practice and support diversity

Bond seeks to model the behaviours that it advocates to others in its organisational effectiveness work. Committed to principles of equality, non-discrimination and reaching the most vulnerable and marginalised, Bond will amplify knowledge and understanding to strengthen sector approaches to disability, race, gender, sexuality and age. Bond will support efforts to make the UK development sector reflect a wider diversity of thinking, culture, class and background.

3. Influencing and championing

Between 2016 and 2021, Bond will increase its focus on tackling the causes of global poverty, inequality and injustice through convening more ambitious, focused and effective strategies to build support for development among the public and policymakers, and will secure concrete changes in policy and practice by the UK and the international bodies of which it is a member. We will use the expertise and power of our network to pursue systemic changes and so remove the barriers that hold back sustainable development and perpetuate inequality and injustice. In doing so, we will use a multi-pronged strategy combining varied advocacy approaches with collective action.

3a. Convene a compelling portfolio of joint policy propositions that address the causes of global poverty and inequality

Harnessing the expertise within our network, we will work to create a focused set of coalitions to engage and influence policymakers on international development in the UK, and, with international partners, those international bodies of which the UK is part, including the European Union and United Nations. Bond will develop a diverse but focused “portfolio” across a spectrum of policy issues. Bond will continue to work with members and other networks to ensure that the UK and EU commitments on the level of aid spending, and

its focus on genuine poverty reduction, are sustained. But we will also significantly increase work to convene joint action to address the wider structural causes of poverty and inequality, beyond aid for example, on issues like tax, trade, illicit financial flows or environmental sustainability, depending on the areas where members feel Bond convening could add value. In doing this we will respond to external agendas, working with our network to ensure that the new SDGs translate into real change, as well as to shape and set new agendas on key issues.

3b. Build more effective alliances to secure change

Bond will harness the power of collective action by convening a varied set of campaigning and influencing coalitions to support our members to secure policy change and influence views. We will both respond to calls for the need to convene on priority issues and be proactive in suggesting areas of collaboration. In some areas we will collectively set new agendas, while in others we will focus on ensuring broad commitments which lead to detailed changes in policy and practice. Bond will harness the power of collective action and expertise, and provide convening leadership and collective organising capacity to mount highly effective coalitions that support members' ambitions to improve the lives of people living in poverty through policy change. Our ambition is to support our members in their collective campaigning efforts by bringing our strengths on convening, networking, knowledge sharing and best practice to ensure we offer the best possible service to our members, acting as their campaign convenor of choice. As part of our broader effectiveness work we will also support our members to be the best campaigners they can be and provide a forum for them to work together on developing new tactics and strategies.

3c. Build political and stakeholder support for development

In an often hostile public and political environment, the need to engage and persuade policymakers and decision-makers to support our cause, and to build powerful relationships and channels which can advance it, has never been more compelling. Bond will build more effective joint strategies and tactics to put this into effect, so that our network can speak with a powerful joint voice to those with power and influence in the media, government, business, parliament and international

bodies. Bond will continue to proactively support its members' engagement with the policy environment in the UK, Europe and at international policy levels, convening members together with key decision makers. Key priorities will be a more effective joint voice on development in the UK parliament, with UK MEPs, and across all key government departments with an influence on international development. We will ensure better coordination of influencing on international development across the devolved assemblies with our sister networks across the UK nations. Bond's positive relationships with UK, European and multilateral institutions like the United Nations are critical to supporting our members to influence efficiently and effectively. This represents some of Bond's work most valued by our members, which we will sustain and develop.

3d. Strengthen public support and rebuild our movement

Our campaigning success as a development community has been driven by and has nurtured a strong and diverse support base among the public. But this public support for development is being endangered as media and political attacks on aid and development escalate, while there are growing concerns about the strength of our grassroots activist base in the face of demographic, political, technological and cultural change. That said, research shows that there is a significant portion of the British public with an instinct to support our cause, but who too often receive diffuse and blurred messages or feel key concerns like corruption are not being addressed. Winning back this audience could potentially double our base of development supporters in the UK. Working in partnership with members, Bond will use the significant body of research we have brought together to develop strategies, tactics and tools to support our members to be more effective in providing a clear, credible and consistent joint narrative. We will develop a practical programme of work for joint member action on this agenda, including for the sector to use when communicating and defending development, directly to public audiences as well as via the media.

3e. Protect civil society space

Civil society operating space continues to be under pressure. Bond has worked over the course of the last strategy to respond to this, and we will increase the scale of this work and mount a robust defence of our

cause and our members. We accept that challenge is necessary for civil society to be effective but it also requires a conducive and fair environment. Bond will work alongside its members to defend the freedom to comment and campaign in the UK and to deliver effective programmes around the world, as an essential element of a good and open society. We will coordinate this work with partners and allies in other countries where this can help advance our cause.

VI. Our delivery: how will we organise to get the job done?

Bond has a strong governance framework that will continue to test and challenge our choices, and ensure a transparent and accountable approach as we implement the 2016–21 strategy. The Bond staff team is accountable to the Bond Board, the majority of whom are elected from the membership. The Board will be custodians of this strategy throughout its implementation as it guides Bond's work over the next five years.

The Bond staff team will be responsible for turning this five-year strategy into reality by developing an organisational implementation framework working closely with members. It will then be rolled out via annual organisational operational plans with clear resources, activities and outcomes for the programmes, supported by measures to track that we are on course against these commitments. We will continue to review and refine these to ensure the strategy is implemented and monitored appropriately, and is responsive to changes in context and member input. The Board will oversee the organisation's management to ensure that it is focused on the best use of the available resources to achieve the ambitious goals set.

In order to deliver this strategy, Bond needs the right people, structure, processes and systems. We have invested significantly in these over the recent period and we will do more, so as to enable Bond to provide work of the highest ambition and highest quality for its members and partners to advance our joint international development goals.

This is an ambitious strategy. It will require additional resources to achieve the goals set. Bond will therefore continue to build up the range of our funding, increasing our income from grants and through fees and services.

We will also explore other forms of funding, diversifying our resource base to underpin our independence, so that work is always driven by member priorities rather than funder priorities. Bond aims to generate the best mix of resources to ensure our work is led by the commitments in this strategy and can realise the scale of the ambition it represents.

Stronger together

Bond believes this is a crucial transitional time for development, testing international NGOs more than ever to ensure their work is relevant, useful and effective. But the opportunities for advancing our vision of a more just world are immense. In this dynamic operating environment, we believe that our community can achieve some of its big shared goals much better by working together through the network than by working on our own. We know that this simple idea can often be easier to say than to do. We will be tireless in helping our diverse network to realise its huge power to advance concrete outcomes for our shared cause of eradicating poverty, inequality and injustice. We all have our part to play in realising this vision.

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