

**An Evaluation of Bond's 2013-16
Strategic Grant from DFID**

Evaluation Report

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May 2016

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1. INTRODUCTION

Background

- 1.1. Bond was awarded a strategic grant by the Department for International Development (DFID) of £2.7m for the period June 2013 to March 2016. This covered two main and relatively distinct areas:
 - improving the effectiveness and transparency of UK INGOs' programmes to reduce poverty (partnering with the Network of International Development Organisations in Scotland (NIDOS)); and
 - building and coordinating INGO coalitions and advocating to support positive EU and international policy action on global poverty reduction and a global framework post-2015.
- 1.2. The overall target audience for the programme is UK INGOs including Bond and NIDOS members, UK development INGOs that are not Bond/ NIDOS members and other strategic partners where relevant such as CONCORD.
- 1.3. This evaluation covers the two parts of the grant up to 31st March 2016. The three-year grant from DFID has since been extended by a further nine months to December 2016, and it builds on an earlier grant from DFID for work in 2011-13. Evaluation questions are provided in Appendix 1 and also included in the relevant sections of the report.
- 1.4. Section 2 of this report addresses the accountability aspect of the evaluation and Sections 4-6 consider quality and learning across the effectiveness and advocacy elements. Section 7 focuses on Bond's role and Section 8 on looking ahead, with conclusions in Section 9.

Context

- 1.5. Civil society plays a unique role in reaching poor and marginalised communities; helping poor people set standards for their lives and demand that they be met; and in providing basic services and livelihoods in places that the government or private sector have not reached¹. Working with civil society is a key part of DFID's business model. In 2015, DFID stated that it spends about a fifth (£1.2 billion) of its bilateral budget through civil society organisations (CSOs) annually, with approximately half of this spent in country offices and about the same through central departments². DFID works with over 500 international and UK CSOs and has direct or indirect links with many more in developing countries. DFID has been placing an increased emphasis on transparency and evidencing results by CSOs, especially given the wider pressures on public spending. It does so by demanding certain standards and procedures of its grantees, and by engaging with civil society.
- 1.6. The period 2013 – 2016 has seen significant changes in the external operating context of Bond and its member agencies. The more significant of these changes are both exerting pressure upon Bond and driving demand for change and response.
- 1.7. During the period 2013-16 key decisions were made at UK, EU and global levels in relation to the post-2015 Sustainable Development Goals (SDGs), leading up to the agreement on the SDG framework in September 2015. A number of key decisions were also made in relation to EU aid levels, and effectiveness, including for example decisions on the EU's 2014-2020 multiannual financial framework, the EU's collective commitment to the 0.7% aid target, and its position and role within the global negotiations on Financing for Development and aid effectiveness. All of the decisions and processes covered within this project are deemed to have significant implications for the global community's ability, including the UK and EU, to deliver development outcomes for poor people. The commitment

¹ Gaventa, J and Barrett, G (2010) 'So what difference does it make? Mapping the outcomes of citizen engagement' IDS Research Summary of IDS Working Paper 347, Brighton IDS

² <https://www.gov.uk/government/publications/civil-society-partnership-review/civil-society-partnership-review-faqs>

to the 'leave no one behind' agenda has also been a key feature of all the post-2015 and SDGs discussions and has been fully embraced by the UK government³

- 1.8. There is broad consensus that aid should be more effectively managed to achieve greater development impact. The theoretical link between aid effectiveness and development outcomes is strong, however, finding clear, long-term evidence of a causal link between improved aid effectiveness and development outcomes is challenging⁴. Similarly the evidence base on the impact of aid transparency is not strong, partly because it is a relatively new area of intervention and also because studies have tended to focus on the consequences of a lack of aid transparency rather than on the benefits of promoting greater transparency⁵.
- 1.9. The EU has also committed to greater effectiveness and focus on results through its joint position at Busan. Bond represents the UK IINGO sector on CONCORD, the European INGO network of 2,400 organisations, organised through networks or national level "platforms" across all 28 EU member states.
- 1.10. At the time of writing there was considerable uncertainty in the sector around the implications of the forthcoming UK referendum on 23 June 2016 on Britain's continued membership of the EU. This issue, combined with economic challenges and declining aid levels across the EU and the potential impact of the refugee crisis on some members governments' funding for development mean that targeting the EU for lobbying and advocacy work has become more complex.

UK Context

- 1.11. During the period of the grant there was a continued focus on effectiveness and transparency by the UK; the UK government expects that an increase in aid effectiveness will lead to a better use and allocation of resources, and in turn will have a greater impact on poverty reduction and on the lives of those it seeks to reach.
- 1.12. Pressure continues on the INGO sector to demonstrate its value. In practice this means increased demands to demonstrate transparency in the rationale for work, choice of partners, countries, and operating models and for all areas of programme and advocacy work to be underpinned by an articulated theory of change. Both peer groups and donors impress upon agencies the desirability of demonstrating accountability to all their stakeholders, including beneficiaries. The need to demonstrate impact has become more pressing and is particularly evident in demands from donors for increased regularity and rigour in commissioning, managing and acting upon evaluation processes. Similarly the value for money agenda, although now well established, has driven agencies to make public many of their internal processes such as procurement, logistics, demonstrating effectiveness and inclusivity of marginalised groups.
- 1.13. DFID has committed itself to greater use of Payment by Results (PbR) in its PbR strategy published in June 2014⁶. The Conservative Manifesto for the 2015 election committed the new government to increasing use of PbR, including through DFID. PbR is a relatively new funding mechanism in international development that is relatively untested, but growing in use. Engaging with PbR contracts is more complex and risky for INGOs than dealing with the sort of grants and non-PbR contracts that they are used to and has considerable practical implications.

³ <https://www.gov.uk/government/publications/leaving-no-one-behind-our-promise/leaving-no-one-behind-our-promise>

⁴ Brenda Killen, November 2011 DAC Busan Background Paper; How Much Does Aid Effectiveness Improve Development Outcomes? Lessons from Recent Practice www.oecd.org/dac/effectiveness/48458806.pdf

⁵ Mulley, S. (2010) New Frontiers: Aid and Donor Finance, Transparency and Accountability Initiative

⁶ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/323868/Sharpening_incentives_to_perform_DFIDs_Strategy_on_Payment_by_Results.pdf

- 1.14. In November 2015, DFID released its overseas development aid (ODA) strategy outlining that DFID will remain the UK's primary channel for aid. In response to the changing international context, more aid will be administered by other government departments including through three cross-government funds – all of which will be guided by issues of national interest: the Conflict, Stability and Security Fund (CSSF) supporting global security; the ODA Crisis Reserve, supporting resilience and crisis response and the Prosperity Fund, supporting global prosperity and opportunity.
- 1.15. The findings of the DFID-sponsored Civil Society Partner Review (CSPR) which were due to be announced at the end of 2015 are still outstanding at the time of writing. It is expected that the findings will clarify the 'roadmap' for its relationship with civil society as well as include information on proposed funding mechanisms.

UK INGO context

- 1.16. An analysis of Bond members' income between 2006/07 and 2013/14⁷ found that:
- Unlike charities in the UK domestic sector, UK-based INGOs collectively experienced sustained growth in income between 2006/07 and 2013/14, despite differences among INGOs
 - Income from government bodies and multilateral organisations has replaced individual donations as the largest overall source of income
 - The largest INGOs (i.e. the 29 Bond members with annual income of over £40m) are doing best, picking up the majority of income growth from most sources
 - Smaller INGOs (i.e. 221 Bond members with annual income under £2m) are faring worst, with declining income across all sources
 - Earned charitable and corporate income is a particular growth area for INGOs in the £2-5m and £5-20m segments
 - INGOs in the £20m-£40m income segment are specialising in government contracts
- 1.17. Bond's Tomorrow's World publication⁸ identified six strategic issues central to shaping the future role of UK-based INGOs:
- The implications of increasing conflict, displacement and frequency of natural disasters for existing models of humanitarian assistance, and for the relationship between humanitarian assistance and development (a 'humanitarian crisis' theme)
 - The implications of pressures on civil society's operating space for advocacy, and partnership and convergence with the private sector (a 'shifting operating space' theme)
 - The implications of shifts in geopolitical power for multilateral engagement, and for partnership and organisational architecture (a 'shift to the South' theme)
 - The implications of changing models of finance for international development INGOs, with implications for funding and business models (a 'funding' theme)
 - The implications of rapidly evolving technologies for finance, fundraising, campaigning and social engagement (a 'technology, innovation and disintermediation' theme)
 - The implications of shifting levels of trust in different societal actors around the world for the integrity, accountability and effectiveness of international development INGO activities (a 'legitimacy' theme)

Bond's strategy

- 1.18. "Strengthening the sector" was an objective of Bond's strategy for 2011-16, and the learning from the past three years of this grant has informed the new 2016-2021 strategy, beginning in April 2016⁹. This aims to ensure Bond better addresses the pressures facing members today, while doing much more to help them prepare for the future challenges. It includes key objectives to strengthen organisational effectiveness, build a stronger network and advocate to secure change.

⁷ David Kane, Graham MacKay, Kathy Peach (2016) Financial trends for UK-based INGOs, Bond

⁸ [Tomorrow's World \(2016\) Bond](#)

⁹ [Bond Strategy 2016-2021: Building a network fit for the future \(2015\) Bond](#)

Methodology

- 1.19. The evaluation team used a classical summative evaluation approach, using the evaluation questions and the logical framework to frame the design. A theory-based design was developed, tailoring the theoretical framework for each component, reflecting the different types of evidence available for each one.
- 1.20. The evaluation questions covered accountability, quality and learning aspects and are presented in Appendix 3 with sources of information and methods. The evaluation drew on reports and data held by Bond and NIDOS as well as 32 user interviews, 15 external stakeholder interviews and seven staff interviews. A list of contributors is given in Appendix 2 and a detailed description of the research design, methodology and sources is given in Appendix 3.
- 1.21. The approach to each aspect of the programme differed, as outlined in the table in Appendix 3. An approach based on the elements of process tracing (using the Oxfam Process Tracing protocol) was adopted for the advocacy programme, although it should be noted that this was within the constraints of the resources available and limited access to stakeholders. This involved identifying an outline theory of change and indicators of success, selecting three key achievements (rather than the whole programme of work), considering the causal processes or 'chains' and exploring supporting factors and mechanisms at work in the context. The process models were developed with Bond staff and alternative plausible causal explanations explored and which were then tested ('process verification) through examining documentary evidence and interviews with appropriate stakeholders. Stakeholders interviewed were also asked for views on any differing plausible explanations of change. Research processes and findings are shown in Appendices 10 and 12, including 'contribution scores' (based on the Oxfam protocol).
- 1.22. The most significant source of information on the links between use and effectiveness (i.e. outputs and outcomes) are Bond's Annual Outcomes Surveys, which gather information on increase in personal knowledge and organisational change. However, some results are based on small numbers and/or low response rates and so findings should be treated with caution. Further information was drawn from the case study research programme commissioned by Bond and conducted by INTRAC, which explored the use of the effectiveness tools and services¹⁰ and from the 32 user interviews carried out for this evaluation.
- 1.23. Both Bond's outcomes surveys and the information collected by interview for this evaluation are likely to be subject to bias. It is to be expected that those who feel more positively about the programme will be more likely to respond. In addition, the extent of change is self-reported, although both the Outcomes Surveys and evaluation interviews aim to minimise bias through requesting evidence of any change, including examples. In addition, the various sources have been triangulated (Outcomes survey, INTRAC report, evaluation interviews) in drawing out conclusions.
- 1.24. The Outcomes Survey also only seeks responses on a service-by-service basis, and thus does not elicit the potential value of usage of combinations of multiple services. It also does not cover use by organisations of resources that are freely available and whose use cannot efficiently be tracked (e.g. Impact Builder, and downloaded publications).
- 1.25. The team's approach to the research was in line with Bond's Evidence Principles. The checklist was used and results are provided in Appendix 3.

¹⁰ Lewis, Lipson, O'Flynn and Hayman (2016) Research Programme on the Use and Application of Bond / NIDOS Effectiveness Tools and Services. INTRAC

2. IMPACT AND OUTCOMES OVERVIEW

Accountability evaluation question

- To what extent have grant activities achieved the outcomes and outputs in the logframe?

Key findings

- On all strands of the programme, outcomes have been fully achieved and almost all outputs achieved or exceeded
- The programmes have achieved reach, with over 700 organisations accessing the effectiveness and transparency programme (including training), including about two thirds of Bond/NIDOS members and 331 non-members. 415 organisations (273 Bond/ NIDOS members; 142 non-members) accessed effectiveness and transparency services other than training
- The programmes have achieved quality, with 1902 individuals citing evidence of positive changes in practice as result of training and networking; 110 out of 273 member organisations accessing effectiveness services other than training (and not transparency services) cited evidence of increased effectiveness
- The effectiveness programme was accessed least by small organisations, but almost half of small organisations accessed the programme and this has been growing over the grant period
- There is evidence that UK INGOs have engaged with and influenced EU development policy on aid quantity and quality
- There is evidence that UK INGOs have been convened and supported to participate in and contribute to the development of a post-2015 framework and that Bond's contribution at an international level has been valued.
- Bond has delivered a range of additional activities not included in the logframe

Introduction

- 2.1. The grant is structured according to a logical framework (logframe) [available separately](#) for reference. This section addresses the accountability aspect of the evaluation by commenting on the extent to which logframe outcomes and outputs have been achieved and contributed towards the broader impact envisaged, drawing on information from the logframe reporting and Bond's internal reporting systems. Each of the programme areas is discussed in more detail in following sections, including aspects of quality and learning.

Overview of programme

- 2.2. The DFID grant funds the majority of Bond's effectiveness and transparency work. Bond works in collaboration with the international development network in Scotland, NIDOS, to deliver the effectiveness and transparency outcomes. Two thirds of the project budget funded the effectiveness programme, which is intended to help UK-based INGOs improve their effectiveness and transparency, and thus ultimately the development outcomes they achieve through their work with partners and beneficiaries. Using a theory of change that has evolved over time, Bond and NIDOS developed a range of tools, services, learning and networking opportunities for INGO staff, and also convened and led a set of sector-wide activities to improve the inter-relationship between transparency and accountability, learning and improvement, and funding. Some of these were developed under the previous DFID grant but were refined and promoted more widely under this grant; others were newly developed under the current grant.
- 2.3. One third of the project budget went towards influencing a number of policy areas:
- The policy of European governments in delivering their aid quality and quantity commitments and ensuring EU development cooperation is focused on tackling poverty and inequalities more broadly and that the EU's position in the global Financing for Development process supported improved aid effectiveness.
 - Convening the Beyond 2015 alliance to provide an effective voice in the development of the Sustainable Development Goals (SDGs) and post-2015 dialogue, at a UK, EU and global level. This

funding complemented other policy and campaigns work led and convened by Bond, and over 150 organisations have engaged with this work.

- 2.4. The Effectiveness Programme target audience includes formal collaboration with NIDOS in Scotland, and more informal collaboration with the Wales International Development Hub (WIDH) and the Coalition of Aid and Development Agencies (CADA) in Northern Ireland. Specific areas of work focus on sub-groups of this overall target audience as relevant. Over 700 organisations (members and non-members from within and outside the UK) accessed the effectiveness and transparency programme, including about two thirds of Bond/NIDOS members (source: Bond's Effectiveness Tracker). Many non-UK organisations have accessed services such as the Evidence Principles, IATI publishing support and training.

Achievement against outcomes

- 2.5. The programme has two outcomes: one focuses on effectiveness and transparency, the second on advocacy. Each of these is considered against the logframe outcome targets for April 2016. Outcomes are considered in more detail in Sections 4-6.

Effectiveness and transparency

- 2.6. Outcome 1 relates to effectiveness and transparency:

The programme's target audience effectively and efficiently achieve their own organisational goals and exhibit best practice.

- Outcome targets on effectiveness have been achieved with 1902 individuals citing evidence of positive changes in practice as a result of training and networking (60% of 3,198 actual training participants), compared to a target of 1831 (i.e. 55% of a target number of 3,310).
- 110 member organisations cited evidence of increased effectiveness as a result of using effectiveness tools or services (excluding training) compared to a target of 97 members (source: Bond Annual Outcome Surveys).
- Outcomes targets on transparency have been exceeded, with 111 out of 214 UK organisations who used Bond's transparency services citing evidence of increased effectiveness as a result of improving their transparency, against a target of 80 organisations (source: Bond Annual Outcome Surveys).

Advocacy

- 2.7. Outcome 2 relates to advocacy:

Target audience engages with and influences EU development policy and the post-2015 agenda.

- 2.8. EU advocacy targets and results were as follows:

Evidence that EU development policies reflect joint UK INGO / Concord positions, with a focus on poverty reduction remaining

- The "Council Conclusions on a New Global Partnership for Poverty Eradication and Sustainable Development after 2015" include the EU recommitment to spend 0.7% of GNI - for which Bond (working closely with CONCORD AidWatch) had actively pushed - and a strong emphasis on poverty eradication. The EU's position, and the European Parliament report on Financing for Development (FFD) which fed into it, included several of Bond's, and CONCORD's key priorities - and the FFD3 outcome document includes four changes that Bond aimed to achieve.

Evidence of progress by European Commission to deliver their aid effectiveness commitments; at least four EU Member States publish Busan implementation plans and have commenced delivery of aid effectiveness commitments.

- Although momentum has stalled globally on aid effectiveness implementation plans since 2014, and none has published Busan implementation plans, the EU has shown a strong position on effectiveness e.g. at the 2014 High Level Meeting and as part of the FFD negotiations in 2015. Bond chose strategically to engage with the global FFD process and reiterated the importance of each state producing an implementation plan; this was a successful approach contributing to the strong outcome from the FFD conference, providing a stronger global focus on effectiveness for

the future. As of 2016 the Organisation for Economic Co-operation and Development Assistance Committee (OECD DAC) now provides more detail in its own aid reporting, more closely aligned with the AidWatch project's own approach, which enables more effective tracking and accountability around commitments. The EU's position on the OECD DAC redefinition of aid has included key points to ensure an updated and as much of a quality-focused approach to aid as possible.

2.9. Post-2015 targets and results were as follows:

INGOs have been convened/supported to participate in/contribute to the development of a post-2015 framework.

- Bond convened and supported its members in partners in 87 activities compared to a target of 20. Information on the results of these activities is given in Section 6.

Evidence that EU positions reflect joint UK INGO / Concord / Beyond 2015 European positions; the framework reflects Beyond 2015 international positions and Bond's role and contribution is/has been valued internationally.

- Bond contributed to Beyond 2015's efforts to influence EU Council Conclusions, which overall reflected Bond and Beyond 2015's concerns about the need for a new post-2015 agreement to be universal, address the three dimensions of sustainable development in a balanced way and leaves no one behind. The Global Goals also reflect some of Bond and its members' priorities, as Agenda 2030 presents a universal and holistic agenda that reflects the three dimensions of sustainable development and includes a goal on inequalities as well as targets to tackle poverty eradication and inequalities more broadly. Bond's members and partners have valued Bond's and Bond Beyond 2105 UK's role and contribution to this agenda.

Achievement against outputs

2.10. Appendix 4 provides information on achievements against logframe outputs. Almost all targets for logframe outputs on effectiveness and transparency have been met and some have been exceeded. The target for numbers participating in training was narrowly missed (1.1.1) but the percentage (and numbers) reporting increase in knowledge/confidence was exceeded. The only target not met is that related to net annual income for effectiveness (1.3.2). Reasons for falling short have been identified as (a) lack of success in making the Transparency Review a paid-for service; (b) a slight under-achievement of numbers on training; (c) making less profit on some staff-based consultancy work than planned. Quality and learning aspects of the effectiveness programme are presented in Sections 3 and 4.

2.11. Achievements against outputs on the advocacy programme are also provided in Appendix 4. Output targets were met or exceeded. Further details on achievements, quality and learning are given in Section 5 and 6.

Other outputs

2.12. Bond has delivered additional activities not in the log frame. More information on these is provided in Sections 3 and 4.

3. EFFECTIVENESS AND TRANSPARENCY ACTIVITIES

Quality and learning evaluation questions

- How did Bond's and NIDOS' activities contribute to effectiveness and transparency developments? What has helped or hindered the extent of this contribution?
- How has Bond's theory of change evolved over time? What adaptations has it made to its effectiveness programme in light of its learning, changes in context and emerging requirements, and how effective have these been?

Key points

- Effectiveness and transparency products and services are seen as high quality; the Transparency Review, IATI Publishing Support, Health Check, Evidence Principles, Impact Builder and Value for Money (VFM) publication are consistently identified as useful products and services
- Working Groups and on-line forums are valued by organisations as an opportunity to share and learn: MEL, Funding and Contracts Working Groups appear to be most accessed and valued.
- Bond has been successful at engaging more of the smallest organisations (spending up to £500k per annum); however the tools and resources produced do not always appear to meet their needs. The capacity and operating context for organisations of differing sizes varies enormously and Bond could more usefully 'segment' its audience and clarify its offer for each; there may be value in updating the training model through more use of online and blended learning and more closely aligning with Bond's tools
- The theory of change was formally reviewed mid-way through the second year of the grant; Bond has adapted its programme to respond to the changing environment and has incrementally improved existing products and services; the importance of INGO leadership commitment to enabling improvements in effectiveness has been recognised
- New resources have helped to ensure the offer is relevant and Bond's Funding and Futures work are seen as particularly valuable by both members and funders
- Bond have taken on additional activities at the request of DFID including co-ordinating consultation on the Civil Society Partnership Review and establishing and co-ordinating an Ebola Response Hub
- Funders value Bond's effectiveness work and there is likely to be continued potential to work in partnership

Introduction

3.1 This section aims to further explore the activities within the effectiveness and transparency programme and its development. The section includes:

- A description of the programme and its activities and achievements
- A description of adaptation and development of the programme over time in light of learning

3.2 The section draws on a variety of evidence as documented in Appendix 3.

Summary of Bond's Effectiveness and Transparency programme

3.3 The programme is based on a theory of change which has evolved during the period. The most recent version is given in Appendix 5. Key activities include:

- Convening working groups for peer learning and networking
- Developing and supporting organisations to use diagnostic tools for assessing organisational capacity, quality of evidence and transparency
- Producing and signposting organisations to publications and resources on a range of funding, futures, transparency and monitoring, evaluation and learning (MEL) topics
- Providing direct technical support to organisations to publish data to the International Aid Transparency Initiative (IATI)

- 3.4 An assessment of outputs achieved is provided in detail in Appendix 4, a list of tools and resources in Appendix 6 and data drawn from Bond sources and user interviews in Appendix 7.
- 3.5 Within the programme NIDOS received £20-25,000 per annum in funding to support effectiveness work in Scotland. This includes promoting and supporting the usage of their “MOT” and “Effectiveness Toolkit” (a health check developed to meet the needs of smaller organisations); mentoring support; their MEL Working Group and occasional events.
- 3.6 Bond has delivered a range of additional activities not included in the original logframe. More information on these is presented in 3.11 below.

Effectiveness activities and feedback

- 3.7 Each of the main areas of activity are briefly presented below.

Training:

- Numbers participating in training has shown a steady increase over the period and achieved 94% of the target.
- Some interviewees commented that the training model could be updated, for example through more use of online and blended learning as well as being more closely linked to Bond’s tools.

Networking and events

- There has been a very large increase in the number of participants in Bond’s networking and events, surpassing the target. There was growth in participation across all working groups, but the large growth in the size of the Bond Conference was responsible for most of the increase.
- Working Groups (MEL, Funding, EC Funding and Contracts) are valued by many and particularly by medium sized organisations and those based outside London with less access to peer support and exchange networks. Opportunities for contact with funders in such meetings are also valued, as is the opportunity to gain a greater understanding of the context for development activities.
- Not included within the logframe, but Bond has been an active participant since 2014 in the DFID PPA Learning Partnership (e.g. on the Steering Committee since Autumn 2014, co-hosting a series of events on Adaptive Management, co-chairing the Beneficiary Feedback group); recognizing the value of broadening participation in the groups, in strengthening external communications and achieving efficiencies in group composition, it was agreed that the Learning Partnership would be hosted by Bond from April 2016.

Effectiveness tools and resources

- The number of members using effectiveness tools has increased by 80% over the period, with 84% finding these useful at the end of the period (source: logframe reporting).
- Bond’s Annual Outcome Surveys identify the Health Check and Evidence Principles as useful tools. In addition user interviews reported using the Impact Builder, VFM publication and EU funding advice line¹¹.
- Tools that have a benchmarking component (e.g. Health Check and Transparency Review) have a unique appeal and also provide Bond with data across a range of organisations that can be drawn on for publications and development of further support resources.

Transparency

- 93 organisations have participated in a Transparency Review. This considers the type of information openly available via an organisation’s website to help them gauge how open they are, learn about how they can be more transparent, and compare their performance in this area with their peers.
- The Transparency Review and IATI support were two of the three services listed most useful in the 2016 Outcomes Survey and were often cited in interviews.

¹¹ These are not covered by the Outcomes Survey as they are open-access resources, and thus Bond is unable to keep records of users.

Support for small organisations

- As a result of surveying small organisations in summer 2014, Bond created a new set of accessible resources specifically for small INGOs on the Bond website.
- The number of small organisations using effectiveness tools has more than tripled over the period (source: logframe reporting).
- Bond has increased its reach and uptake of training by small INGOs over the period. Figures for the percentage of open training participants from small INGOs were 12% in 2013/14 and 26% in 2014/15, although this fell back to 15% in 2015/16.
- 52% of small organisations among Bond's members (105 out of 203) have participated in the programme compared to 83% of medium-sized (140 out of 168) and 87% of large organisations (66 out of 76) (source: Bond's Effectiveness Tracker)
- However from the user interviews it is clear that small and some medium sized organisations still find the effectiveness tools and resources complex and would appreciate some advice and support.
- The capacity and operating context for organisations of differing sizes varies enormously and supporting small INGOs is also more resource-intensive than medium or large organisations for Bond. Bond could more usefully 'segment' its audience and clarify its offer for each. This issue is discussed further in Section 8, including consideration of how to make most effective use of limited resources.

Adaptation and development of the programme

- 3.8 Bond has improved and developed existing products and adapted its programme following feedback and in response to the changing environment over the three years. The theory of change for effectiveness work was reviewed to inform the case study research and was formally updated in mid-2014.
- 3.9 Improvements in support on existing tools and services during the grant period include:
- Telephone discussions with prospective users of the Health Check to probe leadership buy-in and strategic timing, to help increase the likelihood of organisational change
 - Consistently reviewing user feedback and using this to make incremental changes to tools and services
 - Commissioning of improvements to the user interface and analytical capabilities of the Health Check's online platforms
 - Adopting a more focused approach to the MEL Working Group agenda-setting, including more practical topics and improving communication to members
 - Developing new resources for small INGOS
- 3.10 Bond has developed new resources over the programme period in response to emerging effectiveness issues. Examples include: *Payment by Results*; *Guide to Getting the Best out of Consultancy*
- 3.11 There were a number of areas of work not covered in the original logframe:
- Funding policy in particular has engaged a lot of members and is highly valued. More work on this was included in the DFID grant as learning emerged about the scale of influence of donor resourcing and requirements on various aspects of NGO effectiveness. Activities delivered include working groups (funding, funding policy, EC funding and commercial contracts); DFID Civil Society Partnership Review (CSPR) sector consultation; cost benchmarking.
 - A significant area of new work is [Bond's Development Futures initiative](#). Recognising that what makes a UK NGO effective today may not be the same as what makes them effective in future, the work aims to support UK INGOs to consider how long-term external trends may affect their work and strategic positioning and includes resources such as:
 - [Fast Forward](#) which explores key trends and sets out some of the directions in which UK IINGOs may need to move to respond to these trends.
 - [Tomorrow's World](#), a discussion paper on how UK INGOs think DFID should engage with civil society over the next decade.
 - Bond's annual conference is also seen by members and external agencies as very effective at setting the context on trends, threats and challenges for international civil society

- A set of new resources and services on innovation ([innovation audit](#); [innovation library](#)) developed during the review period but launched only in April 2016
- In October 2014, Bond established the Ebola Response Hub to aid UK coordination and collaboration. Two working groups were set up, along with a central web-page signposting organisations to key resources and events related to Ebola. Over 120 organisations signed up to the working groups. Bond partnered with the Start Network to lead the work, blending their humanitarian expertise with Bond's networking and coordination expertise. Interviewees have described it as highly effective, particularly on policy coordination.

4. CHANGES AS A RESULT OF EFFECTIVENESS AND TRANSPARENCY ACTIVITIES

Quality and learning evaluation questions

- To what extent have grant activities contributed towards the broader impact envisaged, (i.e. contribution to individuals' skills, knowledge and confidence, to organisational change, and to policy and systems change)?
-
- There is evidence of change as a result of the effectiveness and transparency programme at an individual and an organisational level, with some evidence of broader change
 - Of the 27 organisations interviewed and using the services, 21 stated that there had been organisational change to some extent and a further two stated there had been change to a large extent. Transparency and monitoring and evaluation were the most common areas of change.
 - 185 UK-based organisations (and a further 58 non-UK-based) are now publishing data to the IATI standard having received support from Bond, with about a third going beyond DFID minimum compliance. As of April 2016, that constituted 54% of the 450 publishers globally to IATI and 97% of the 191 UK publishers.
 - Bond is the “go to” platform on transparency at an international level and is in a strong position to develop its transparency work further having recently been appointed to the IATI governing board.
 - Changes at systems and policy level include: support to other platforms on transparency; providing an authoritative INGO voice and influence at IATI and on transparency benefits in general and through funding policy work with funders. In addition there are examples of organisations working to extend changes in working practice within their networks or federations
 - There is less evidence of change among smaller organisations and support is proportionately more resource-intensive. Medium size organisations seem particularly well-placed to benefit from Bond's support.
 - Although local partners were not the focus of the programme, there is some anecdotal evidence of limited benefits to Southern partners and there may be scope to develop this
 - Organisational change is most likely to take place when there is strong commitment from organisational leaders and Bond resources are used within a larger bigger planned process to increase effectiveness
 - To assess more accurately the extent to which Bond is improving organisational effectiveness would require a longitudinal study with considerable development and resource implications

Introduction

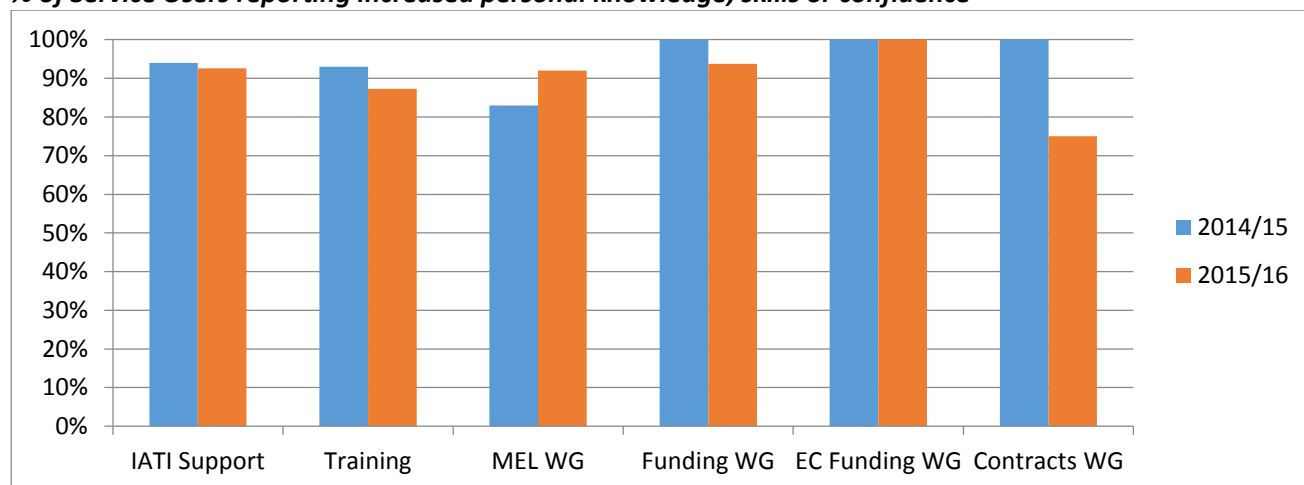
- 4.1 This section aims to explore further the broader impact as a result of the effectiveness and transparency programme and Bond's role in delivering change. The section includes:
- the contribution of the effectiveness and transparency programme to change at an individual, organisational and policy or system level
 - Bond's role in delivery
- It draws on a variety of evidence as documented in Appendix 3.
- 4.2 The simplified theory of change set out in Bond's 2015 Outcomes Survey Report hypothesises that participation in Bond training, networking or events leads to increased personal knowledge, skills and confidence and that this, together with use of Bond services (Health Check, Evidence Principles, Impact Builder, IATI Support) leads to some or systematic organisational change.
- 4.3 The most significant source of information on the links between use and effectiveness (i.e. outputs and outcomes) are Bond's Annual Outcomes Surveys, which gather information on increase in personal knowledge and organisational change. However, some results are based on small numbers and/or low response rates and so findings should be treated with caution. Further information is available from

the INTRAC case study report¹² and from the 32 user interviews carried out for this evaluation. It should be noted that all these sources are likely to have a bias towards those who are positive about the programme as it is assumed that they will be more likely to respond to requests for information. Data drawn from Bond sources and user interviews is given at Appendix 7.

Individual level change

4.4 The effectiveness programme aims to increase knowledge, skills or confidence in individuals. Information from Outcomes Surveys in 2015 and 2016 showed that 98% of those participating in training reported an increase, with figures across the range of tools or service generally in the 85%-100% range as illustrated in the chart below.

% of Service Users reporting increased personal knowledge, skills or confidence



(Source: self-reported by users in 2015 and 2016 Outcomes Survey)

4.5 Analysis of the 2015 Outcomes Survey found that as well as reporting increased knowledge, skills and confidence, the majority of individuals stated that they had applied this in their own work. This included:

- 79% of those attending training
- 53% of those attending the MEL Working Group
- 60% of those attending the Transparency Working Group
- 79% of those attending the Funding Working Group
- 91% of those attending the Contracts Working Group

4.6 Examples of applying increased knowledge, skills and confidence as a result of attending the MEL Working Group included:

- Following up on contacts to input on other work
- Improving internal process to review evaluations
- Incorporating insights from others into new organisational MEL framework
- Broadened understanding of donor perspectives on MEL

4.7 Examples of changed practice from attending the Funding Working Group included:

- Submitting more competitive proposals and/ or engaging more strategically with donors, based on insights gained at meetings
- Planning organisation's institutional fundraising approach
- Working on full cost recovery
- Referring to other organisations' practices in shaping work
- Sharing information with colleagues on donor insights

¹² Lewis, Lipson, O'Flynn and Hayman (2016) Research Programme on the Use and Application of Bond / NIDOS Effectiveness Tools and Services. INTRAC

- More confidence in approaches to donors based on knowledge from networking

4.8 The user interviews confirmed this picture:

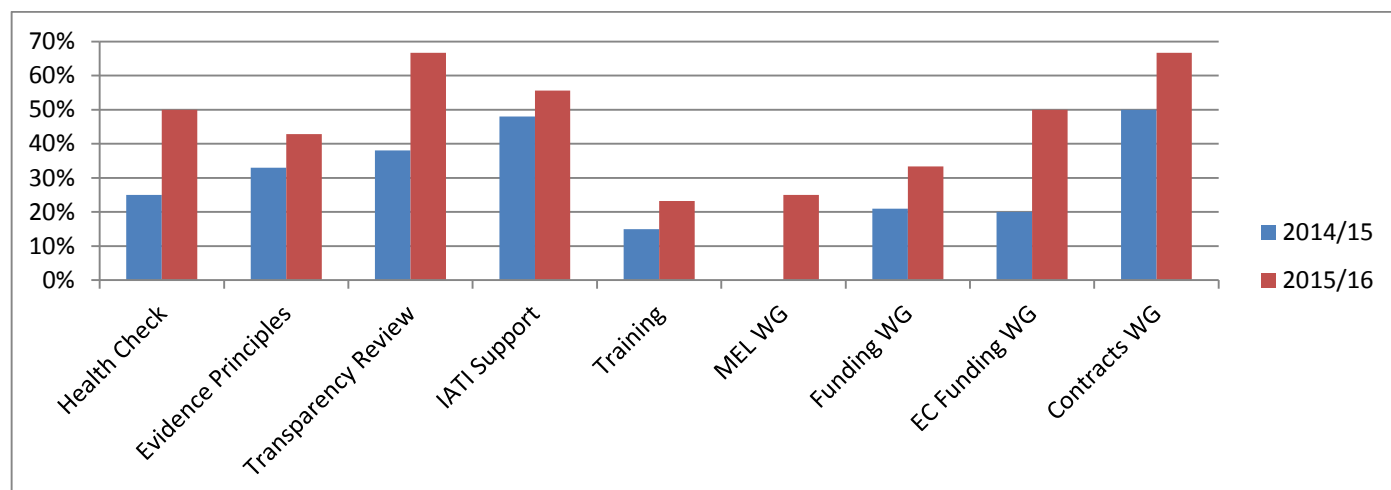
- *I am now confident with VFM and know methodologies.* (Dan Ritman, Evaluation and Learning Manager, THET)
- *I am more informed and so more able to support country offices in funding applications. Bond's programme has helped me develop expertise and save time.* (Francesco Gatta, European Community Donor Manager, VSO)

4.9 The 2015 Bond Outcomes Survey report found that participation in Working Group meetings seems most likely to bring about change when it leads to practical actions that participants can implement. This in turn is most likely to arise if groups have focused topics of discussion, and potentially when there are lower levels of diversity among participants (i.e. in terms of theme considered or capacity of organisations). Sections 4.28 to 4.33 provide further reflection on reasons why change does or does not occur as a result of using Bond services.

Organisational level change

4.10 The Bond outcome surveys ask about organisational change resulting from using particular tools or services. Results range from about 20% for training to 50% for the Health Check, as shown in the chart below.

% of service users reporting organisational change



(Source: Self-reported by users in Outcome surveys 2015, 2016)

4.11 User interviewees were asked to categorise the extent of change that had occurred as a result of using Bond's effectiveness and transparency tools and services. 86% stated that there had been change to some extent and a further 7% stated that there had been change to a large extent (see also Chart 12, Appendix 7). There were several examples of organisational change arising from user interviews, predominantly in the areas of monitoring and evaluation and transparency. For example, WarChild UK has:

- Taken indicators from the Impact Builder and included them in their Global Programme Framework
- Used the Evidence Principles in policy development and in assessing the quality of evaluations
- Used training content to introduce MEL to in-country officers and partners

4.12 Further examples are presented in the table in Appendix 8 linked to changes identified in the theory of change. These show evidence of:

- Increased 'know how' on monitoring, evaluation and learning;

- More and better measurement of outcomes and value for money
- Increased 'know how' on transparency
- Increased information about transparency standards and INGO practice
- improved sharing of information on activities and results

- 4.13 There were changes in the transparency environment over the period of grant, with DFID increasing transparency requirements, for example DFID's Girls Education Challenge Fund now requires partners of lead grantees to use IATI, and more data fields were added to DFID's minimum requirements for IATI publishing in 2015.
- 4.14 185 UK-based organisations (and a further 58 non-UK-based) are now publishing data to the IATI standard having received support from Bond, with about a third going beyond DFID minimum compliance (source: logframe reporting derived from IATI Registry). As of April 2016, that constituted 54% of the 450 publishers globally to IATI and 97% of the 191 UK publishers. Challenges with IATI include sustaining organisational change when staff move on, getting staff buy-in and embedding use beyond compliance.
- 4.15 The Transparency Review has been particularly effective in prompting organisational change. In the 2015-16 Outcomes Survey 67% of organisations that had a Transparency Review reported an organisational change, compared to 38% in the previous year. Types of organisational change described are changes to websites, such as publishing more information on activities and results and revising and broadening open information policies.

IATI Publishing Support has improved awareness and enthusiasm throughout Plan UK for transparency. Before we were barely meeting minimum requirements, we are now recognised by DFID as having good quality data. It opened up the debate on IATI and transparency. Our vision is that it will be built into governance and produce information on results. (Kate Gannon, Programme Officer Plan UK)

- 4.16 Qualitative information available from the INTRAC case study research found evidence suggesting that engagement with the tools and services has led to some improvements in programming, evaluation and learning. For example:
- Greater potential for learning and rigour which – eventually – staff believe should lead to improved programming (Concern Universal using the Evidence Principles).
 - A more focussed strategic approach, improved understanding and easier financial budgeting/monitoring (EMMS using the Effectiveness Toolkit).
 - Increased confidence in evidence leading to better informed programme decisions (Retrak, using the Theory of Change and Impact Assessment training and Evidence Principles).
- 4.17 The evidence indicates small changes across a wide range of organisations. A significant number of changes are of a process nature (e.g. change to website as a result of a Transparency Review) and it is not possible within the scope of this evaluation to explore if they led to more significant change; there would also be challenges with attribution.
- 4.18 The current Outcomes Surveys assess the effect of individual tools or services on organisational effectiveness rather than the effect of Bond's overall offer. To assess more accurately the extent to which Bond is improving organisational effectiveness would require a longitudinal study with at least a sample of willing INGOs, with considerable implications for development (such as identifying common indicators of change) and resources. It should be noted that the case study research aimed to provide a "deep dive" exploration of the use and application of the effectiveness tools and services with eight (explicitly non-representative) organisations over time, at a cost of £65,000.

'Change is incremental and due to a multitude of interactions rather than revolutionary change in one area at one time' (Ian Henstock, Institutional Funding Adviser, Handicap International)

- 4.19 There is less evidence of change among smaller organisations and support is proportionally more resource-intensive. It may be that a different model of support could be offered based on the NIDOS approach, providing simplified tools and briefing sheets, with individual support provided by telephone perhaps using a ‘helpline’ format.
- 4.20 Medium-sized organisations seem particularly well-placed to benefit from Bond’s support and there were several examples of positive change in such organisations identified in the interviews (see Appendix 8).

Policy or system change

- 4.21 There is some evidence of change at a wider level than individual organisations. For example, THET is (the Managing Agent for the Health Partnership scheme funded by DFID) was able to provide guidance on value for money to health partners as a result of accessing Bond’s resources and support.
- 4.22 Comic Relief has embedded Bond effectiveness tools within its support for applicants, for example asking potential applicants to consider using the Health Check and Evidence Principles. It also refers to Bond resources on monitoring and evaluation when supporting applicants to transition from their Stage 1 application process to Stage 2. Grantees of DFID’s UKAid Direct programme were also directed by the previous fund manager (TripleLine) to use Bond resources – particularly the Evidence Principles and Top Tips on Evaluations Terms of Reference – in commissioning and quality assuring evaluations.
- 4.23 In the transparency field there is clear evidence of Bond’s contribution at a strategic level, supported by consistent feedback from interviews with stakeholders:
- Bond is operating at an influential level in the key strategic forums on transparency and joined the Governing Board of IATI from April 2016
 - Bond has advocated on behalf of INGOs to the IATI Secretariat, e.g. on improving and updating tools to enable INGOs to publish to the required standard
 - Organisations such as Mannion Daniels and PwC (the UK Aid Direct and Girls Education Challenge Fund Managers respectively) are turning to Bond for advice and support in developing IATI training and support.
 - Bond is driving the development of a knowledge base at international level e.g. facilitating information sharing between EU platforms and supporting Partos (the Dutch INGO platform) to develop their own programme
 - Bond’s messaging is consistent and clear on the wider benefits of improved data use and transparency over and above compliance requirements

- *We would have had to start from scratch without Bond’s support (Anne-Marie Heemskerk, Manager of Knowledge and Effectiveness, Partos - Netherlands)*
- *A broad perspective on challenges that INGOs are facing is a key contribution by Bond (Laia Griño, Director, Transparency, Accountability and Results, InterAction - USA)*
- *Bond uses a carrot rather than stick approach and encourages INGOs to see how they can use data rather than just publish it (Joni Hillman, Aid Transparency Programme Manager, Development Initiatives and member of IATI Secretariat)*
- *Bond has such a good insight into the opportunities and challenges for CSOs on transparency (Morag Patrick, Policy lead on Transparency and IATI, DFID)*

- 4.24 In addition there are examples of organisations supported by Bond promoting greater transparency within their networks and federations:
- As a result of engagement with Bond including highlighting the usefulness of the transparency agenda, ADRA UK are trying to push the IATI agenda within the ADRA network (130 countries), adopting some of the principles
 - Plan UK is presenting on IATI at a meeting of Plan Federations in Europe
- 4.25 The case study research also found evidence of a ‘ripple effect’:

The 'ripple effect' of Evidence Principles – an example from World Vision UK

- Support Offices in the World Vision family use the Evidence Principles in their M&E work (initially Australia, Switzerland and Germany).
- World Vision National (implementing) Offices (Myanmar, Sierra Leone, Armenia, Albania) are currently using the Evidence Principles in internal and commissioned evaluations; the Senegal National Office has adapted the tool. The UK World Vision Support team say that the use of the Principles has helped the Senegal team to develop their thinking on quality of evidence and reports are more rigorous as a result.
- The UK team believes the Evidence Principles have facilitated a discussion within the Partnership around the quality of evidence by providing a framework for that conversation. Accessibility and ease of use of the Evidence Principles has been a key factor in enabling the tool to provide a real contribution/value added over more academic research standards being proposed by other World Vision members.

Benefits to partners

4.26 It should be noted that delivering benefits to partner organisations in developing countries was not the intended focus of the programme, although support for IATI publishing is provided if requested. The case study research noted that very little of the Effectiveness Programme filtered down to partners overall, although it found some illustrations. This was supported by the user interviews. Some examples included:

- *We have used Impact Builder to provide examples with partners planning projects. (Isobel Gammie, Programme Officer, Toybox)*
- *We have adapted and shaped the Health Check to fit our context and make it accessible for partners, focusing on a smaller number of areas. We now have a very systematic way of assessing partners' capabilities and skills. It allows us to see where change is needed and identify areas that can we work on together. This clarifies expectations and we can create a plan together with clear roles and responsibilities. (Helen Frost, M&E Learning Adviser, Y Care International)*
- *Southern partners can look at what Plan does and where we are working, ultimately IATI data could show who is funding what projects, where there are gaps, where local funding is not seen by communities. This will support communities to lobby government for example. If in the future Plan produces data on results, partners will be more able to hold Plan accountable - this is the vision but we're a long way away. (Kate Gannon, Programme Officer on PPA grant, Plan UK)*

4.27 This area need further exploration, including possibly developing tools that can more explicitly be used by Southern partners as a potential area for a next phase of the programme.

Bond's contribution to change

4.28 Attendance at training or use of effectiveness tools does not automatically lead to improved effectiveness. The TOC outlines the underlying assumptions, which are not always satisfied, as illustrated by the [Health Check Big Picture](#). The Health Check is a diagnostic tool and the results alone do not lead to improved effectiveness, but can help inform and prompt action. Feedback from users in the [Health Check Big Picture](#) has suggested that follow-up action on Health Check results is most likely to occur when:

- There is strong buy-in and commitment from organisational leaders
- Its use is timed to inform strategic or operational planning
- There is a participatory process to discuss Health Check scores and possible actions
- It is used as part of a bigger planned process to increase effectiveness, e.g. with commitment of time and resources to source support to make improvements that are indicated as necessary

4.29 Bond expects organisational change to occur in a minority of users of certain services such as training, with higher expectations for services with more intensive engagement and more organisation-wide focus, such as the Health Check, Transparency Review and Cost Benchmarking Survey. Many Bond training courses are introductory in nature and for junior staff. In addition, many participants are new

staff for whom training enables them to understand rather than change their current organisational practice. The 2015 Outcomes Survey found that organisational change is also only likely to arise from participation in training when the course is of a more advanced nature or covering a new issue for organisations (e.g. Theory of Change or Value-for-Money, rather than for example Project Budgeting or Introduction to International Development). (Source: 2015 DFID report)

- 4.30 The success of IATI support seems in part related to the provision of 1:1 support to organisations, though clearly the contractual requirement of many organisations to publish information on DFID grants to IATI requires changes in organisational practice. The Transparency Review provides tailored recommendations for action to participants. This is something currently lacking in the Health Check and Evidence Principles, for example, where Bond does not normally engage with users of these services in planning follow-up actions on their results. Members interviewed highlighted the practical and accessible nature of the IATI publishing training and support and Bond's expertise.
- 4.31 Feedback to Bond from its 2015 Outcomes Surveys on what more Bond could have done to help bring about or increase organisational change with regard to transparency includes some factors which are within Bond's control (e.g. provide clearer online guidance on how to publish, reminders on publishing and rolling out IATI at organisational level) and some which are not (making the IATI website or AidStream¹³ more user-friendly)

Bond's approach

- 4.32 The evidence from the case study research programme suggests that there are certain enabling characteristics of the tools and services that increase the possibility of effective use. Most notably these include:
- Accessible and practical design
 - Involving users in piloting and shaping tools which encourages ownership and motivation
 - Facilitated workshops
- 4.33 Tools and services are most effective when ongoing support or accompaniment is provided by Bond and NIDOS, although the question is whether this is realistic or sustainable. In addition, the evidence suggests that tools and services are most useful when there is a real value-added (i.e. there are no other tools available). Tools that have a benchmarking component have a unique appeal and also provide Bond with useful data.
- 4.34 Bond has deepened the analysis of effectiveness in INGOs, for example by linking academic reflection and practice (Evidence Principles are an example of this). Interviewees described how tools have credibility and clout as a result of the Bond brand, which has lent legitimacy and influence in raising issues.
- 4.35 Bond has worked with a cross-donor group of Comic Relief, Big Lottery Fund and DFID to produce one MEL product per year, such as the "Investing in MEL" report and the Impact Evaluation Guide. Bond organised their publication and publicity including a launch of the latter at the UK Evaluation Society conference. Funders have commented that publishing on a Bond-hosted shared forum is more effective than on individual websites. Bond has also been able to translate funders' rationales and requirements, which benefits both users and funders.

¹³ A 3rd party tool for turning information into IATI-compatible code and publishing it.

5. EU ADVOCACY

Quality and learning evaluation questions

- How did Bond's EU advocacy activities contribute to the changes observed? What has helped or hindered the extent of this contribution?
- How has Bond's theory of change evolved over time? What adaptations has it made to its programme in light of its learning, changes in context and emerging requirements, and how effective have these been?

Key points

- There is evidence that Bond has made an effective contribution to influencing:
 - activities leading to the European Council Conclusions recommitting to the 0.7% aid target in May 2015
 - the EU position on Financing for Development (FFD) which fed into the outcome of the Third Financing for Development conference (FFD) in July 2015
 - the EU Gender Action Plan (GAP) 2016-20
- Bond has demonstrated skillful engagement with influencers at "key moments" and has worked closely and constructively with DFID
- Relationships with European platforms have developed and strengthened and within CONCORD Bond has been a leading voice
- The European Policy Group has been strengthened and refocused and has identified topics (e.g. Gender Action Plan) that have relevance to a wide range of members
- A strong network of relationships combined with a good grasp of the complexities of the EU landscape have enabled Bond to target its limited staff resources, though there may be scope for further prioritisation and focus and an articulated theory of change to support this

Introduction

5.1. The purpose of this section is to:

- Examine achievements and how Bond's activities contributed
- Explore learning and changes over time
- Assess Bond's approach in EU advocacy

5.2. The logframe focuses on processes, including framing of outcomes (see Appendix 4). In order to examine achievements as a result of these processes, the evaluation adopted an approach based on the principles of process tracing (using the [Oxfam Process Tracing protocol](#)) for the advocacy programme, within the constraints of the resources available and limited access to stakeholders. This involved agreeing an outline theory of change, identifying key achievements with stakeholders, identifying the steps contributing to these achievements and examining evidence for these steps in the process.

5.3. The outline theory of change is provided in Appendix 9. A table summarising the process tracing approach is provided in Appendix 10, including identifying sources of evidence such as published documents. Further evidence was gathered through two stakeholder interviews, in particular exploring alternative explanations for achievements and the contribution of others.

5.4. The work programme is divided into three main areas:

- Influencing aid volumes
- Influencing aid effectiveness
- Influencing European development policy.

Achievements

- 5.5. Three exemplary achievements from the overall programme of work were selected for exploration. These have been identified as:
- Influencing activities leading to the European Council Conclusions recommitting to the 0.7% aid target in May 2015
 - Influencing the outcome of the Third Financing for Development conference (FFD3) in July 2015 via influencing the position of EU institutions and member states (and others)
 - Influencing the EU Gender Action Plan (GAP) 2016-20

EU re-commitment to 0.7% aid target

5.6. When the EU commitment to 0.7% ended in 2015 and was up for renegotiation, the UK's achievement of the 0.7% aid target put Bond in a unique position to play an influencing role within Europe. Bond was visible at all levels and also worked behind the scenes in building momentum towards the Member States recommitting to delivering on the pledge to spend 0.7% of GNI on aid. The fact this recommitment was made despite the backdrop of declining aid levels and economic challenges across the EU testifies to the effectiveness of civil society, with Bond playing a leading role, in advocating on this issue. Bond played an important co-ordination role with DFID and with European platforms, sharing intelligence, developing joint messages and galvanising a civil society campaign. Key process steps identified included:

- Significant input into the 2014 AidWatch report that tracked EU levels of aid spending (November 2014, UK events in January 2015)
- Informal discussions with DFID, EU commission and civil society on achieving the outcomes
- Sharing the UK's experience of reaching 0.7% with, for example, Dutch and German platforms, at events and via articles and videos and lobbying French officials in liaison with French counterparts
- Influencing at a key moment before the EU Council Conclusions by working with CONCORD, producing a targeted research paper and letters, convening and attending meetings
- Working closely with DFID both formally and informally on information exchange and targeting advocacy
- Shortly ahead of the FAC, agreeing joint messages with French and German civil society and more generally engaging in joint social media action across Europe

Financing for Development

5.7. Bond has played a leadership role on the civil society EU FFD group and has coordinated the sector in the UK to influence the outcome of the Third FFD Conference (FFD3), through influencing the positions and activity of the EU and its institutions. Bond convened EU NGOs to develop a joint strategy and messages for the FFD3 outcome document. The document reflects at least three of Bond's priorities (transparency commitments, recommitment to effectiveness principles, safeguards for public-private finance), as did key contributions from EU institutions in the lead up to the conference, such as the European Parliament Resolution on FFD. Bond made a strategic choice to focus on the FFD conference as the key opportunity for aid effectiveness, in order to maintain and build on key global commitments on aid effectiveness. Key process steps identified include:

- Leading the work on influencing messages on international public financing in the CONCORD-led EU FFD Steering Group; providing analysis and generating consensus on joint messages and strategy on public financing
- Representing the EU FFD Steering Group on international public financing, aid quality and quantity in lobby meetings in Brussels, at the UN, and during the FFD3 in July 2015
- Influencing work ahead of FFD3 including papers, submissions, meetings, events and communications work; including through building strong working relationships with key MEPs and officials
- In the UK, co-ordinating the sector through the FFD group and aligning its work with the EU and global levels

Gender Action Plan

5.8. Bond has worked to collate messages and key “asks” in the UK on the EU’s 2016-2020 Gender Action Plan (GAP II). The work was led by Bond’s European Policy Group in collaboration with the Gender and Development Network. Bond ensured messages were coherent and contributed these at EU level including via CONCORD. Bond also identified influencing moments prior to key meetings. The result is an increased focus in the plan on implementation and indicators which were areas of weakness in the previous plan. Key process steps identified included:

- Two submissions for EU and UK officials
- A round table meeting with the new EU External Action Service Gender Adviser and representatives from the two EU presidencies, European Commission, DFID EU department, UK civil society, think tanks, Gender and Development Network
- Informal dialogue with EU External Action Service Gender Adviser
- Influencing work ahead of the Foreign Affairs Council meetings

The round table meeting with EEAS Principal Adviser on Gender was very well planned, timely and well executed – it was a great opportunity to understand this new role and a real achievement for Bond
(Tori Timms, EU Advocacy Co-ordinator, WaterAid and Bond European Policy Group Co-Chair)

Programme adaptations over time

5.9. Adaptations were made to the logframe, focusing work on the MFF and tracker report in 2013/14 and then engaging on other more relevant focus areas on EU aid quantity and effectiveness in the other two years.

5.10. Over the past two years, the work of the European Policy Working Group (EPG) has been given more focus, with clearer aims, an agreed annual workplan and workstreams. The group is more participatory and members are more engaged.

5.11. Over the period of the grant Bond has also positioned itself as a leading voice within CONCORD, playing a constructive role in shaping work on aid and finance for development.

Bond’s approach

5.12. Bond’s expertise and thorough understanding of the EU landscape have enabled it to skillfully identify and capitalise on key moments e.g. influencing EC Conclusions ahead of the FFD conference or hosting the meeting with the EEAS Principal Adviser on Gender.

5.13. Bond’s experience has also enabled it to understand key influencing opportunities that can have benefits for a wide range of members, for example members were able to contribute issue-specific indicators (such as human rights or water) within the Gender Action Plan.

5.14. By convening and efficiently delivering the EPG, Bond enables UK INGOs to have a collective input to submissions such as the GAP that carry more weight than might be the case from individual INGOs. Developing joint submissions and properly representing members requires time and skill and Bond appears to have achieved this to the satisfaction of its members.

5.15. Few INGOs have dedicated staff working on EU-related policy areas and Bond plays an important role in providing accessible information and analysis as well as acting as a conduit for the sector to various policy-influencing opportunities.

5.16. Bond has contributed to CONCORD as an active member at both board level, as part of groups such as the policy forum steering group and the Aidwatch advocacy group. Bond is perceived within CONCORD as a reliable member bringing a high level of strategic input, with valuable experience as a successful national platform and expertise in different approaches to influencing, specifically on the issue of public perception.

5.17. Bond has achieved a considerable amount in its EU influencing work with limited staff resources. The nature of advocacy work requires flexibility and an ability to be responsive at key moments, which in turn pose a challenge for prioritisation and planning. Bond adapted its strategies well and in future a more explicitly articulated theory of change may help to focus and prioritise work further.

POST-2015 ADVOCACY

Quality and learning evaluation questions

- How did Bond's post-2015 activities contribute to the changes observed? What has helped or hindered the extent of this contribution?
- How has Bond's theory of change evolved over time? What adaptations has it made to its programme in light of its learning, changes in context and emerging requirements, and how effective have these been?

Key points

There is evidence that:

- Bond Beyond 2015 informed the government position on environmental sustainability within the post-2015 agenda
- Action/2015 contributed to UK and global engagement by supporting partnership and collaboration within INGOs to bring supporters together
- UK INGOs have been effectively engaged in post-2015 dialogue
- Bond added value to the activities by:
 - providing a neutral platform; adopting a convening rather than managing role, enabling others to play a leadership role
 - bringing in additional participants who may not otherwise have been able to contribute
 - giving momentum and provided structure and pace, e.g. through regular meetings
 - maintaining a good relationship with government
 - playing a global role – encouraged other platforms to engage in action/2015 through the International Forum of National INGO Platforms
- There are learning points on developing an early theory of change and priorities; establishing a clearer, relationship with Action2015; increasing contribution from the global South and better coordination and collaboration with other European networks and organisations

Introduction

5.18. The purpose of this section is to:

- Examine achievements and how Bond's activities contributed
- Explore learning and changes over time
- Assess Bond's approach in post-2015 advocacy

5.19. The logframe focuses on processes, including framing of outcomes (see Appendix 4). In order to examine achievements as a result of these processes, the evaluation adopted an approach based on the principles of process tracing (using the [Oxfam Process Tracing protocol](#)) for the advocacy programme, within the constraints of the resources available and limited access to stakeholders. This involved agreeing an outline theory of change, identifying key achievements with stakeholders, identifying the steps contributing to these achievements and examining evidence for these steps in the process.

5.20. The outline theory of change is provided in Appendix 11. A table summarising the process tracing approach is provided in Appendix 12, including identifying sources of evidence such as published documents. Further evidence was gathered through three stakeholder interviews, in particular exploring alternative explanations for achievements and the contribution of others. Headline findings from the Evaluation of Bond Beyond 2015 UK Draft Report have also informed this section.

Description of programme

5.21. Bond convened the Beyond 2015 alliance in the UK to enable UK civil society organisations to have a voice in the development of the post-2015 negotiations and conversations around financing for the Sustainable Development Goals (SDGs) at a UK, EU and global level. DFID funding for this complemented other policy and campaigns work led and convened by Bond, and over 150 organisations have engaged with this work.

- 5.22. Bond's work on the post-2015 agenda was done mostly via its engagement in both the Bond Beyond 2015 UK (BB2015 UK) and action/2015 campaigns. While BB2015 UK focused more on policy and advocacy at national and international levels throughout the negotiations, Action/2015 was a global coalition that focused on public mobilisation in 2015, which was seen as a critical year for progress in the fight against climate change, poverty and inequality.
- 5.23. Action/2015's key objectives were to increase public awareness of the risks and opportunities of 2015 and to inspire the public to take action and build a stronger civil society movement. Its key mobilisation moments were around the United Nations (UN) Financing for Development (FFD) Summit in July 2015, the UN General Assembly (UNGA) in September 2015 and the UN Climate Change Conference (also known as COP21) in December 2015. Bond led the national action/2015 coalition in the UK and contributed to its global engagement. 102 organisations participated in activities.

Achievements

- 5.24. Three exemplary achievements from the overall programme of work were selected for exploration. These were identified by Bond staff and confirmed by stakeholders as:
- BB2015 UK helped inform the government position on environmental sustainability within the post-2015 agenda
 - Action/2015's contribution to UK and global engagement by supporting partnership and collaboration within INGOs to bring supporters together
 - UK INGOs have been effectively engaged in post-2015 dialogue
- Each of these is explored briefly below.

Influencing government

- 5.25. There is evidence that Bond's work has informed UK government positions. The independent Evaluation of BB2015 UK identified a perception among members that Bond contributed to the UK government's position on the final number of goals in the agreement. There was particular activity around the themes of environmental sustainability and inequality. The environmental issue was felt to have had more traction and there is evidence (in the BB2015 UK evaluation) that BB2015 UK activities contributed to the government position in this area. Bond's activity in this area built on that by others e.g. the Green Alliance. The Evaluation reported that feedback from decision-makers confirms that BB2015 UK had 'definitely influenced and shifted their thinking'. Those stakeholders that were able to comment identified several examples where the UK government positions reflect the BB2015 UK's vision and are in line with the campaign's foundational values, particularly messages around environmental sustainability.
- 5.26. Although not a linear process, some of the steps contributing to the government position on environmental sustainability were identified as follows:
- BB2015 UK produced a policy paper with recommendations on a position on environmental sustainability, which was shared with several DFID officials as well as different MPs and discussed in several meetings
 - BB2015 UK submitted written evidence to the Environmental Audit Committee (EAC) inquiry on SDGs and the Co-Chairs of the group were called to give evidence
 - The written response from DFID to the EAC inquiry into the Post 2015 agenda reflects some of the policy recommendations from BB2015 UK paper
 - BB2015 UK is quoted several times in final EAC report
 - Justine Greening included proposed wording on environmental sustainability ('green thread') in her speech during the UN General Assembly
- 5.27. These steps and supporting evidence are presented in the table in Appendix 12. Bond's contribution and alternative explanations have been explored through examination of documentary evidence and interviews.

Action/2015

- 5.28. There is evidence that Bond contributed to UK INGO engagement by supporting partnership and collaboration, based on interviews and the evaluation of the global action/2015 campaign. 34,450 individuals were mobilised at key moments and activities included:
- Youth activists meeting with the Prime Minister and other government officials for the launch
 - A campaign for FFD: “Don’t Duck on Your Responsibilities”
 - An event on 24 September involving 2,000 people on Millennium Bridge in London to illuminate the Global Goals; thousands of people marched in London’s climate march
- 5.29. The action/2015 global evaluation found that the UK campaign was successful in amplifying the existing work of participating INGOs, enabling them to align campaign activities to their areas of work.
- 5.30. There is some evidence that Bond contributed to global engagement including encouraging other platforms (through the International Forum of National INGO Platforms) to engage by contributing to an article and a series of webinars, which the Global Hub Co-ordinator feels led to many other platforms joining the campaign.

Effective engagement

- 5.31. There is documentary evidence (see Appendix 12) that Bond has contributed to effective engagement of UK INGOs in the post-2015 dialogue. Activities run by Bond regularly attracted high attendance numbers, including an event in September 2014 in the run up to UNGA with the Parliamentary Under-Secretary of State, Lynne Featherstone, in which over 70 civil society representatives presented key asks and ambitions for the post-2015 framework.
- 5.32. As well as supporting the production of policy papers there was a series of thematic roundtables around the Open Working Group process, with good engagement and response from government. Bond co-ordinated civil society throughout the process, supporting the agreement of joint positions and briefings. It promoted members’ direct engagement with senior UK government representatives (the UK representative on SDG negotiations, David Hallam, attended several Bond meetings and addressed Bond members directly). Bond also co-ordinated activities and shared information before, during, and after UN Summits, enabling members and wider civil society to engage.
- 5.33. Interviewees confirmed that Bond was able to gather a range of voices and size of organisations, with smaller organisations able to feel part of the process. The BB2015 UK evaluation found that members had been able to use the space created to talk about their own issues and that there were transparent and effective communications.
- 5.34. Bond has worked with others to bring evidence, voice and perspective of Southern partners into post-2015 policy work. For example, Bond supported a high-level BB2015 event, where representatives from different regions presented community priorities for post-2015 and whose co-hosts included the governments of Colombia and Bangladesh.

Programme adaptations

- 5.35. A significant change occurred in 2014 when the BB2015 UK group shifted to a more strategic approach, focusing on priority areas where there might be potential for influence. An analysis of the UK position including priorities for improving government position led to a focus on sustainability and inequality, which also provided a common agenda that had general support.
- 5.36. At the start the BB2015 UK Steering Group members had extensive policy expertise, with parliamentary expertise developing over time. This was partly due to Bond having no parliamentary post at that time and the difficulties in to getting engagement from member’s parliamentary colleagues. In retrospect it may have been useful to have had more political analysis at an earlier stage. Creating structures that bring in members of the wider group on specific areas and reducing dependency on Steering Group members might have been helpful.

- 5.37. In July 2015, BB2015 UK produced a briefing paper “Bringing the Goals Home”, which sets out a range of options for the UK cross-government implementation of the SDGs. This report was the first one taking a forward look and it was reported by a policy-maker it gave “a really strong starting position” to the UK government on the implementation of the SDGs.
- 5.38. Bond was able to facilitate communication between BB2015 UK and other groups it hosted, including the FFD Group in UK. This enabled BB2015 UK to draw on detailed policy work done by such groups (e.g. Development and Environment Group and Gender and Development Network) and provide clarification on where some financing issues were discussed. Communication between BB2015 UK and action/2015 was felt to be challenging, with differing view on the focus of each. The action/2015 global evaluation found that there could have been more links between action/2015 and the individuals and organisations doing policy work on the SDGs, FFD and climate change in 2015; this was supported by interviews conducted for this evaluation.
- 5.39. Work in the UK and at a global level was prioritised over that at European level based on an analysis of where was greatest potential for influence. It might have been helpful to be more explicit about this.
- 5.40. The draft Evaluation of BB2015 UK reported that stakeholders identified the following areas where advocacy impact could have been strengthened:
- Clearer set of priorities at an earlier stage and more specific asks for the agenda beyond top level principles;
 - A clearer, more productive relationship with Action/2015 to capitalise on the advantages of the network, rather than seeing it as a threat or undermining the work of BB2015 UK
 - More arguments, organisations, individuals and positions from the global South
 - Coordinating better (and showing more interest in collaborating) with other European networks and organisations both at EU level or in other European countries such as German, whose CSOs have been successful and could have been complementary

Bond’s approach

- 5.41. The importance of Bond providing a neutral platform was identified by interviewees, bringing together disparate views, encouraging consensus and enabling single issue organisations to see the bigger picture and offer a vehicle for them to provide their perspective and expertise. In addition the action/2015 global evaluation reported that Bond aimed to adopt a convening rather than management role, allowing other organisations to raise and lead on specific issues and areas of responsibility. This created opportunities for broad engagement but sometimes presented challenges when organisations did not step forward to lead on a specific role or issue.
- 5.42. Bond added value by convening regular meetings and co-ordinating larger meetings and events e.g. in September 2013 before the UN General Assembly there was a large public meeting with the Secretary of State before she went to New York.
- 5.43. As well as increasing participation, Bond was able to amplify organisations’ contributions by developing working relationships and consistent messaging and in Action/2015 engaging local partners and securing resources. It provided “anchorage” so that others could play a key role. One interviewee described Bond as providing “the drumbeat of co-ordination” giving momentum, structure and pace.
- 5.44. Bond’s relationship with government was identified as a key contribution. This was of particular benefit to medium-sized organisations that do not necessarily have contacts and relationships. Government officials would meet with individual INGOs but wanted a coherent voice from the sector.
- 5.45. The draft Evaluation of BB2015 UK identified the following aspects of Bond’s approach:
- There was clear acknowledgement that Beyond 2015 only happened because of Bond’s initial investment in the campaign.

- Bond provided opportunities to get more involved in policy advocacy work in the UK, which opened up spaces for dialogue with government. BB2015 UK facilitated meetings and regular contact with government officials, which generated trust and dialogue also outside of the Group. Members were able to point to a number of examples where they had successfully advocated on issues also outside the campaign because of the new relationships established in BB2015 UK.
- Bond provided the initial space and resource to focus on post-2015 with accurate and relevant information, policy expertise and capacity, which the member organisations would not have had access for otherwise. The online platform was seen as useful as a reference point on the SDGs.
- The campaign provided greater visibility and clarity of voice for the sector to articulate their positions. It also gave weight to members own asks on the SDGs.
- The campaign provided coordination across the development/environment interface with opportunities for members to work with organisations outside their own sector and with UK focused NGOs.

6. BOND'S ROLE

Quality and learning evaluation questions:

- What assessment can be made of Bond's role in delivering the programme as an intermediary organisation/ membership body, and the added value it was able to bring?
- To what extent does this grant represent good value for money for DFID?

Key points

- There is evidence of Bond providing added value for individuals, organisations, the sector and external agencies through its approach to support and development, collaboration and co-ordination, influence and representation
- Contributing factors are that Bond is trusted, respected and has credibility; it has created a culture of openness and transparency and its response to its membership has evolved to meet the needs of members and in response to changes in the external environment
- Bond performs a unique service as a knowledge hub, convenor and broker for civil society organisations working in development, internationally and in the UK
- Bond has provided both breadth (e.g. in terms of reach) and depth (e.g. in terms of quality of products) but this in turn has put pressure on its limited resources and it has struggled to de-prioritise certain activities
- Bond has a role to play in supporting its members by anticipating change on their behalf as well as responding to expressed needs; and the availability of funding may dictate some trade-offs between these objectives in future
- Bond's core constituency e.g. northern INGOs (and their funders) are increasingly shifting their focus to the South and so support models and Bond's own network will need to evolve to meet these changing needs
- Bond has offered good value for money from the grant, having exceeded most of its objectives as well as providing additional services within the budget

Introduction

6.1. The purpose of this section is to:

- Summarise and synthesise the different perspectives on the distinctive role Bond plays, drawn from evidence gathered in the evaluation
- Describe the types of benefit or "added value" from this distinctive role
- Consider the extent to which the grant represents good value for money for DFID

6.2. The key messages from Bond's strategy consultation process are that Bond's convening and co-ordinating role, and its support to organisations in helping them develop and improve and their policy and trends analysis are clearly appreciated by members and other stakeholders. There was a feeling that Bond could do more in engaging at a European level and taking a more international perspective. A Danida / SIDA Nordic donor review in 2012¹⁴ concluded, "coalitions/networks can increase effectiveness in policy formulation", while another, examining a range of international examples commissioned by the Gates Foundation¹⁵, stated that in terms of securing outcomes "coalition is king" and that "collective action is - in almost all cases - a necessary characteristic for large-scale impact". Much has been written on the role of intermediary (or infrastructure) bodies in the UK domestic sector,

¹⁴ Joint Evaluation of Support to Civil Society Engagement in Policy Dialogue (November 2012) commissioned by the Ministry of Foreign Affairs of Denmark (Danida), Swedish International Development Cooperation Agency (Sida) and Austrian Development Agency (ADA), on behalf of a larger group including Canadian International Development Agency (CIDA), Ministry of Foreign Affairs of Finland (Finida) and the Swiss Development Cooperation (SDC)

¹⁵ Brendan Cox, *Campaigning for International Justice: Learning Lessons (1991-2011) Where Next?*, 2011, Bill & Melinda Gates Foundation, <http://www.bond.org.uk/pages/campaigning-for-international-justice.html>

but there is a dearth of material on the evidence of added value.¹⁶

- 6.3. This section draws on evaluation interviews from staff, users and other external, stakeholders and presents this using a framework drawn from a review of the relevant literature¹⁷. Bond's added value is examined by considering the type of support offered (support and development, collaboration and co-ordination and influence and representation) and the focus of benefit at the levels of individuals and organisations, across the INGO sector and to external agencies.

Added value to individuals and within organisations

Support and development

- High quality and practical tools and training have strengthened individuals' capabilities and knowledge
- Benchmarking tools such as the Health Check and Transparency Review are particularly useful for organisations to learn and improve
- "Horizon scanning" intelligence (e.g. the Innovation programme, the Futures work and financial trends analysis) has supported individual organisations to navigate funding opportunities and prepare for the future
- The support and development offer has evolved and offers relevant theory along with practical application
- Accessible contextual information and debate (e.g. on UK aid, SDGs) has been provided at a level that many medium or small organisations do not have capacity to access alone

Collaboration and coordination

- Individual organisations have had opportunities for collaboration, information sharing and extending their networks via events, conferences, training and working groups; several interviewees highlighted the informal benchmarking that occurs at such events as an important additional benefit

Influence and representation

- Campaigns (e.g. on the EU Gender Action Plan) or working groups have provided a vehicle for individual organisations with issue-specific expertise to contribute or play a leadership role
- Medium or smaller organisations have had access to government that would have been unavailable otherwise

Added value across INGO sector

Support and development

- Resources such as the Health Check and Evidence Principles have created commonly recognised standards, offering efficiencies by providing a trusted off-the-peg solution for some organisations
- Benchmarking has been of value across the sector and to Bond, where it has fed into learning and sharing by publication and working groups have offered focused opportunities to develop and share deeper learning on specific topics across groups
- The centrality of Bond's role in the sector and the breadth of the activities it convenes enables it to have a "helicopter view" which in turn enables it to improve co-ordination and "join the dots" for INGOs between potentially confusing structures, (e.g. clarifying finance structures between the Finance for Development Group and Bond Beyond 2015).
- This "helicopter view" also enables Bond to act as a knowledge hub and to identify issues and prioritise thinking on emerging issues that may affect many different types of INGOs, such as the Payment by Results work.

Co-ordination and collaboration

¹⁶ Wells and Dayson (2010) [Measuring the impact of third sector infrastructure organisations](#)

¹⁷ NCVO's Value of Infrastructure programme; NAVCA; Wells and Dayson (2010) [Measuring the impact of third sector infrastructure organisations](#)

- Inter-organisation collaboration has emerged from Bond-convened trusted spaces such as working groups e.g. Y Care and War Child have gone on to share tools and events as a result of a Bond-facilitated connection
- Bond has been able to convene and co-ordinate within the sector in response to sudden needs for improved working (e.g. Ebola Hub) or information (Payment by Results)

Influence and representation

- The UK INGO perspective has been skillfully represented to influential institutions such as IATI and through advocacy activities on EU aid quality and quantity and on the post-2015 agenda
- By supporting the sector in overcoming barriers to greater transparency, Bond can contribute to building greater public trust in INGOs
- In advocacy, the neutral platform offered by Bond has been able to bring together disparate views, encouraging INGOs to think collegiately and enabling more strategic and consistent messaging that is of use to individual organisations in their own advocacy work, for example on Beyond 2015.
- Bringing the sector together on specific issues has provided a more powerful voice and a structured channel for INGO sector opinion to contribute at a strategic level, e.g. to DFID's CSPR

Added value to external agencies

Support and development

- Bond has provided advice and support to other agencies and European platforms on IATI based on its experience as a leader in the field
- CONCORD has benefited from Bond's experience on advocacy approaches to public perception.
- Funders such as Comic Relief and Big Lottery Fund have benefited from Bond's strategic perspective (e.g. Bond's Futures work informed the Big Lottery Fund's international strategy) and from the practical tools that are now in standard use such as the Health Check and Evidence Principles; Bond has convened funders to focus on specific issues such as MEL, including producing publications such as the Impact Evaluation Guide
- Bond also plays an important brokering role between INGOs and funders through provision of support to INGOs on funder requirements, convening opportunities for funders to consult INGOs as they design new programmes and providing a route for feedback to funders on specific issues
- The Bond Conference has provided an opportunity for organisations such as corporate foundations to become more familiar and informed on strategic issues such as transparency or SDGs and Bond has shared information with individual foundations through the Association of Charitable Foundations

Collaboration and coordination

- Bond's ability to convene quickly and efficiently has provided a rapid route to the sector for DFID when needs arise e.g. the management of the Ebola Hub, delivery of the CSPR consultation or advocacy work on EU aid quantity and quality. Bond has also accessed new audiences, for example by bringing trusts and foundations into the CSPR consultation.

Influence and representation

- As a trusted and credible representative of the voice of INGOs, Bond is in a good position to play the role of "critical friend" to funders and other bodies, such as IATI; DFID interviewees have commented that Bond has helped DFID be more efficient and effective, through convening members to meet with DFID and facilitating consultations such as the with Civil Society Partnership Review.
- In addition to the provision of training on IATI, Bond has promoted messages on the wider benefits of transparency and better data use that are also aligned with DFID's position
- Bond has provided DFID with streamlined access to and partnership with a diverse civil society, as well as insight to the views and needs of medium and smaller organisations that might otherwise have been overlooked; it has helped inform DFID's position on some topics such as payment by results, contracting and cost recovery
- Bond has acted as a knowledge hub, producing high quality research such as recognised key literature on full cost recovery; Bond staff have built up a depth of knowledge and expertise in the areas of

effectiveness, transparency and advocacy over the grant period and Bond is an acknowledged centre of excellence in, for example, the field of transparency and IATI publishing

- In its advocacy work, Bond has played a critical role in representing the INGO voice for example on the issue of EU aid commitments and is a highly valued and respected member of the board of CONCORD
- Bond has widened its reach to audiences beyond the INGO sector such as academia, and helped to bridge the divide between research and practice by speaking at academic events and evaluation conferences and by contributing lectures to international development postgraduate courses

Bond has become increasingly our 'go to' organisation on strengthening capacity and effectiveness and for their convening power (DFID official)

Challenges

- 6.4. There are no counterfactuals to inform the analysis of Bond's added value. As highlighted in Bond's new strategy, members say that "if Bond didn't exist we'd need to invent it". Undoubtedly other organisations could deliver some of the services Bond provides, such as some of the effectiveness tools or training; however Bond's ability to co-produce by drawing on its diverse network of members enables it to produce relevant and practical tools while securing buy-in from members. Bond also offers a unique service as a convenor for the purposes of advocacy or consultation. Again, other large INGOs can perform this role but Bond's neutrality and reach lend credibility to any cross-sector activity.
- 6.5. A key challenge for Bond is identifying how to optimise its limited resources to support its highly diverse constituency whilst facing an increasingly tough funding environment. As Bond's membership increases (growing from 395 to 480 over the period of this DFID grant), this diversity has grown.
- 6.6. Another tension is the necessity of meeting the diverse needs of members whilst building on its role as a thought leader. The breadth, scale and quality of Bond's work lead to assumptions that Bond is a bigger organisation than it is and managing expectations and responding to demand at all levels pose considerable challenges. Staff resources are thinly spread, with Bond reliant on some highly experienced individuals to cover a range of key areas of work. This poses a risk to the organisation's ability to achieve its outcomes.
- 6.7. Bond is faced with the need to prioritise further some activities over others e.g. investing less time in developing, refining and maintaining resource-intensive tools such as the Impact Builder (or trying to find a way to make these more stand-alone) in favour of options that focus on cultural change through work with leaders. In addition there is a growing need to focus on organisational effectiveness related to sustainability or increasing impact through increased collaboration or merger. Any perceived reduction in provision will be challenging to manage, however Bond has a role to play in supporting its members by anticipating change on their behalf, not simply responding to expressed needs.
- 6.8. Bond's core constituency e.g. northern INGOs (and their funders) are increasingly shifting their focus to the South and so support models and Bond's own network will need to evolve to meet these changing needs. Responses to Bond's strategy indicated that members would like Bond to help them link more effectively into wider international civil society networks, in particular to support members to engage better with southern and in-country actors.

Value for money

- 6.9. Taking into account the small number of full time equivalent staff funded by the grant, the diversity of activities delivered, the achievements against outcomes and the changes identified at individual, organisational and strategic levels in the evaluation, Bond has offered good value for money overall with the funding from this grant. Value for money has been assessed using the standard DFID framework of Economy, Efficiency, Effectiveness and Equity, discussed briefly below.
- 6.10. In 2013, Bond brought together INGOs with a combined expenditure of £2.9 billion (source: business case). If improved effectiveness/efficiency delivered a saving of 0.1% (i.e. £2.9m) this would more than

cover the cost of the grant (£2.7m). The total grant of £2.7m from June 2013 to March 2016 represents £950,000 per year, the equivalent of £2,132 per organisation per assuming 447 members (source: Bond's Effectiveness Tracker September 2015).

Economy

6.11. The total grant budget was £2,708,107. Overall expenditure was within budget and a summary of budget headings and expenditure is provided in Appendix 13. Most of the funding was for staff salaries and project activities. The grant funded the full time equivalent of:

- 6.1 staff working on effectiveness, learning and transparency, comprising contributions towards 17 separate staff
- 3.6 staff working on EU and Post 2015, comprising contributions towards 13 separate staff

6.12. Costs were managed by periodic revisions of budget allocations, reflecting a combination of (a) choices about areas of work to focus on within the DFID grant and (b) availability of other funding sources. The management of costs enabled Bond to deliver several additional areas of work that were not anticipated within the original budget. These are described in the relevant sections of this report.

Efficiency

6.13. Feedback from interviews with stakeholders and users is generally positive on the efficiency of Bond's outward-facing work. Training and events are seen as well-run and Bond's knowledge of the sector has enabled it to convene and target relevant actors quickly and effectively when required. Several interviewees described Bond as "punching above its weight".

6.14. Over the course of the grant a number of measures were introduced to increase efficiency, such as developing FAQs on the website and more online guidance on publishing to IATI, which reduced demands on staff time.

6.15. Some suggestions from staff and interviewees on how Bond could deliver its work more efficiently are:

- finding more efficient ways to service the needs of small organisations, including 1-1 IATI support
- devoting more resources at an administrative level to enable senior staff time to be used more efficiently (this is already underway, with the recruitment in 2015 of a cadre of trainees)
- adopting a more rigorous and systematic approach to prioritisation of work, particularly areas of work that are not supported by an income stream
- reviewing the number of working groups (both on effectiveness and advocacy) to seek to reduce duplication of effort and increase cross-group information sharing (this has begun to some extent as part of the process of taking over the hosting of the PPA learning partnership from April 2016)
- considering ways of streamlining the approach to ad-hoc requests for advice and support

Effectiveness

6.16. Sections 3 – 6 of this report illustrate that overall there has been a range of benefits from the activities funded under the grant. Bond has also deepened its own expertise by developing its staff team, which has in turn enabled a judicious and targeted approach to the use of consultants. By investing in its own monitoring, feedback and learning, Bond also was able to improve its effectiveness and transparency services, with an increase between 2015 and 2016 for every service in the percentage of organisations reporting making changes as a result of using those services.

Equity

6.17. 49% of small members accessed the effectiveness and transparency services, 79% of medium and 82% of large. Some of the barriers encountered by smaller or less experienced organisations have been described in earlier sections of the report. Bond has invested considerable effort in meeting the needs of this group, including working with NIDOS on development and dissemination of support, but there is more work to be done on finding ways to continue to increase accessibility that do not draw disproportionately on resources.

7. LOOKING AHEAD

Evaluation learning question:

What lessons could inform the further development of Bond's effectiveness, transparency and influencing work?

Key points

- Bond faces a difficult challenge of managing its resources to meet the needs and expectations of its membership while responding to a changing environment and demonstrating leadership
- There are a number of specific areas for Bond to consider for future work that align with approaches in the new strategy, such as:
 - Prioritising how effectiveness work is delivered and whom it is targeting
 - Refining the customer focus and offer to raise awareness of Bond's offer and provide a closer fit between it and members' needs
 - Developing different partnerships and funding models to reflect changing constituencies
 - Building on its role as a thought leader and convenor

Introduction

7.1. The purpose of this section is to highlight issues for Bond to consider for the further development of its effectiveness, transparency and influencing work, in light of the learning from the evaluation. It should be noted that Bond is already committed to addressing some of these in its new strategy. Points are structured under a number of themes and where there is alignment with Bond's approach to the implementation of its 2016-21 strategy this is highlighted.

Prioritisation of target groups and approach (strategic approach: proactive and focused)

7.2. A considerable challenge will be that of meeting the needs and expectations of the membership while responding to the changing environment and demonstrating leadership, within the resources available. In prioritising the use of resources, Bond may wish to consider some of the following options for future work:

- Focusing support on those that benefit most from support (e.g. medium-sized INGOs), whilst working smarter to support smaller INGOs, e.g. by more signposting and digital support
- Continuing to act as a broker with funders, providing an efficient entry point to large numbers of INGOs, identifying strategic issues and channeling feedback from the sector
- Focusing on encouraging greater leadership engagement and commitment to increasing effectiveness rather than on developing tools and increasing individuals' capacity
- Exploring funding options for the Impact Builder, which is an effective tool but resource-intensive to maintain
- Streamlining the approach to managing ad-hoc requests for advice and support e.g. through a helpdesk (as with its current EC funding advice line)
- Ensuring that working groups (both on effectiveness and advocacy) are joined up effectively in order to reduce duplication of effort, maximise learning and meet different levels of customer need (Bond has already done some rationalisation in the process of taking over the hosting of the PPA Learning Partnership and it may be worth reviewing this after six months or so)
- Developing more systematic internal project management systems
- Making greater use of digital technology in delivery of support
- Developing criteria for reviewing activities and making decisions on possible new developments
- Streamlining and rationalising the collection of information (e.g. on effectiveness)

Customer focus and Bond's offer (strategic approach: listening and engaging)

7.3. Issues to consider in relation to further development of support for members' needs include:

- Increasing the segmentation with clearer offers for small, medium and large organisations, or for different levels of need (e.g. "strategic / practitioner / beginner") and embedding this in the website structure
- Developing a simple diagnostic tool for members to identify their needs (see above) and then signpost to a menu of support options – this could match needs more closely to services and also increase awareness of the range of Bond's offer
- Increasing opportunities for remote access to resources via more digitalised training and support

7.4. Bond could consider reviewing its business model, for example by:

- Continuing to diversify the income base and reducing dependence on the DFID grant (while recognising the challenges of flat unrestricted income trends among members, and challenges in finding grantmakers interested in supporting infrastructure bodies such as Bond)
- Developing a business model that recognises the significant support provided to other agencies, for example by establishing a call-down consultancy contract
- Marketing the transparency "centre of excellence" support offer more widely and convert free IATI support to a paid-for service

Moving with the times (strategic approach: outward and future facing)

7.5. There are options to consider related to working with different partners and with different funding models (many of which are already included in Bond's 2016-21 strategy):

Different partners

- Considering how the effectiveness programme can be developed to respond to the agenda of a shift of funding directly to the South, for example by widening the best of the current offer to Southern or international civil society organisations or platforms, or developing or adapting tools
- Developing a more sophisticated digital offering to reach more and different audiences
- Building on work with international networks to reframe debate and conversations to better reflect Southern interests
- Working with Southern national platforms on transparency – and working to link transparency with beneficiary feedback mechanisms
- Building on advocacy work such as post-2015, bringing together views from across the globe.
- Exploring ways of strengthening partnerships with the private sector
- Staying linked in to the humanitarian agenda, building on the work of the Ebola hub

Different funding and business models

- Packaging work for new potential funders
- Exploring new forms of funding and business models e.g. impact investing

Thought leadership (strategic approach: bold and challenging)

7.6. Bond could build on its current position as a thought leader and convenor in the sector by:

- Continuing with advocacy work on EU aid quality and quantity and SDG implementation with clearer theories of change to help focus and prioritise work
- Developing the Futures work to include implications for organisation models and practical application (already planned for 2016)
- Developing new ways of supporting members to adjust to future challenges including engaging leaders on effectiveness (already planned for 2016)
- Continuing to work with donors to challenge systemic issues that hinder effectiveness
- Further supporting INGOs to overcome barriers to transparency and thus build public trust in INGOs

8. CONCLUSIONS

Overview

- 8.1. This programme has taken place in a time of changing context including fundamental challenges to the established model of development and, within that, the role of UK-based organisations. Towards the end of the grant period, Bond published its strategy for 2016-21 responding to these challenges and informed by much of the learning from the effectiveness and advocacy activities funded under this grant.
- 8.2. The agreed programme outcomes have been fully achieved and almost all outputs achieved or exceeded. Effectiveness and transparency programmes have achieved reach and quality and there is evidence that UK INGOs have engaged with and influenced EU development policy and the post-2015 agenda. Bond has skillfully engaged with influencers and convened members and stakeholders effectively.
- 8.3. Bond has taken on additional activities at the request of DFID including co-ordinating consultation on the Civil Society Partnership Review and the Ebola Response Hub.
- 8.4. Bond has played a unique role for civil society organisations working in development, internationally and in the UK as: a **convener and knowledge hub** for INGOs and others; an **amplifier** of organisations' advocacy contributions by developing working relationships and consistent messaging; and as a **conduit and broker** between INGO, government, funders and other stakeholders.

Effectiveness and transparency

- 8.5. Over 700 organisations accessed the programme and there is evidence of positive changes in practice, effectiveness and transparency from individuals and organisations, with some evidence of broader change. The evidence indicates small changes across a wide range of organisations. The importance of engaging leaders in improving organisational effectiveness has developed as a priority over tools development over the grant period.
- 8.6. Changes at systems and policy level include support to other platforms on transparency; providing an authoritative INGO voice and influence at IATI and through funding policy work with funders. In addition there are examples of organisations working to extend changes in working practice within their networks or federations.
- 8.7. UK is a world leader in IATI and Bond has supported 97% of all UK publishers; messaging on the wider benefits of transparency and good data use has been consistent, though the challenge of embedding real transparency beyond compliance is acknowledged; Bond is the “go to” platform at an international level and is in a strong position to develop its transparency work further.
- 8.8. Effectiveness products and services are seen as high quality and valued; working Groups (including on-line forums) are valued by organisations as an opportunity to share and learn.
- 8.9. Bond has been successful at engaging more small organisations, however the tools and resources produced do not always appear to meet their needs and this is a resource-intensive area.
- 8.10. Bond has adapted its programme to the changing environment and in response to learning and has made incremental improvements to existing products and services; new resources have helped to ensure the offer is relevant to emerging issues and Bond's Funding and Futures work are seen as particularly valuable by both members and funders.

EU advocacy

8.11. There is evidence that Bond has made an effective contribution to influencing in particular:

- activities leading to the European Council Conclusions recommitment to the 0.7% aid target in May 2015
- the outcome of the Third Financing for Development conference (FFD3) in July 2015 through its influencing at an EU level
- the EU Gender Action Plan (GAP) 2016-20

8.12. Bond has demonstrated skillful engagement with influencers at “key moments” and has worked closely and constructively with DFID; relationships with European platforms have developed and strengthened and within CONCORD Bond has been a leading voice. The European Policy Group has strengthened and refocused and identified topics (e.g. GAP) that have relevance to a wide range of members. A strong network of relationships combined with a good grasp of the complexities of the EU landscape has enabled Bond to target its resources, though there may be scope for further prioritisation and focus.

Post 2015 agenda

8.13. There is evidence that: Bond Beyond 2015 informed the government’s position, in particular on environmental sustainability within the post-2015 agenda; UK INGOs were effectively engaged in post-2015 dialogue and that action/2015 contributed to UK and global engagement by supporting partnership and collaboration within INGOs to bring supporters together.

8.14. Bond added value to the activities by: providing a neutral platform; adopting a convening rather than managing role; bringing in additional participants who may not otherwise have been able to contribute; providing momentum and structure; maintaining good relationships with government and playing a global role in action/2015 through engagement with other platforms. There have been clear learning points on Bond’s role in building collaboration between differing strands of advocacy and establishing advocacy priorities at an early stage.

Bond’s role and the future

8.15. There is evidence that Bond has brought added value to organisations, the INGO sector and external agencies through its work in support and development, collaboration and co-ordination, influence and representation. Contributing factors are that Bond is trusted, respected and has credibility; it has created a culture of openness and transparency and its response to its membership has evolved to meet the needs of members and in response to changes in the external environment.

8.16. Bond has provided both breadth (e.g. in terms of reach) and depth (e.g. in terms of quality of products) but this in turn has put pressure on its limited resources and a key challenge for Bond is identifying how to optimise its resources to support a highly diverse constituency facing an increasingly tough funding environment. Bond has a role to play in supporting its members by anticipating change on their behalf as well as responding to expressed needs and the availability of funding may dictate some trade-offs between these objectives in future.

8.17. Another tension is the necessity of meeting the diverse needs of members whilst building on its role as a thought leader. The breadth, scale and quality of Bonds’ work lead to assumptions that Bond is a bigger organisation than it is. Managing expectations and responding to demand at all levels pose considerable challenges.

8.18. Bond is faced with the need to prioritise further some activities over others e.g. investing less time in developing, refining and maintaining resource-intensive tools in favour of options that focus on organisational effectiveness related to sustainability or increasing impact through increased collaboration or merger.

- 8.19. Bond's core constituency e.g. northern INGOs (and their funders) are increasingly shifting their focus to the South and so support models and Bond's own network will need to evolve to meet these changing needs
- 8.20. Bond is already working on SDG implementation and (depending on the outcome of the forthcoming referendum) is well-placed to continue to influence the policy of European governments and the EU.
- 8.21. Bond has offered good value for money from the grant, having exceeded most of its objectives as well as providing additional services within the budget
- 8.22. Some areas to consider for future effectiveness work that align with approaches in the new strategy are:
- Prioritising how effectiveness work is delivered and whom it is targeting
 - Refining the customer focus and offer to raise awareness of Bond's offer and provide a closer fit between it and members' needs
 - Developing different partnerships and funding models to reflect changing constituencies
 - Building on its role as a thought leader and convener

10. Appendices

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Appendix 1. Evaluation questions

ACCOUNTABILITY: did we do what we said we would do?

1. To what extent have grant activities achieved the outputs and outcomes in the logframe and contributed towards the broader impact envisaged (including the contribution to individuals' skills, knowledge and confidence, to organisational change, and to policy and systems change)?
2. To what extent does this grant represent good value for money for DFID?

QUALITY: how well did we do it?

3. How did Bond's activities contribute to the changes observed? What has helped or hindered the extent of this contribution?
4. How has Bond's theory of change evolved over time? What adaptations has it made to its programme in light of its learning, changes in context and emerging requirements, and how effective have these been?
5. What assessment can be made of Bond's role in delivering the programme as an intermediary organisation/ membership body, and the added value it was able to bring?

LEARNING: what have we learned that is relevant to our current and future work?

6. What lessons could inform the further development of Bond's effectiveness, transparency and influencing work?
7. What wider evidence can be generated on the role that intermediary organisations such as Bond can usefully play in supporting improved performance and sustainable change?

Appendix 2. Contributors

Stakeholder and staff interviewees

Topic	Bond staff	External stakeholders
Overall grant performance		
	Amy Stones, Performance and Planning Manager	Catherine Arnold, technical lead on Bond’s grant; lead on PPA Learning Partnership and “Leave No One Behind”, DFID George McLaughlin, Head of Civil Society Team, DFID
Effectiveness		
	Sarah Mistry, Director of Effectiveness and Learning	
	Michael O’Donnell, Head of Effectiveness and Learning	Valeria Izzi, Fundraising and Members’ Effectiveness Adviser, NIDOS
	Rose Longhurst, Funding Policy Adviser	Chris Mannion and Philippa Bonella, Big Lottery Fund
		Joanna Monaghan, Head of MEL and International Grants, Comic Relief
Transparency	Sarah Johns, Transparency Adviser	Morag Patrick: Policy lead on transparency and IATI, DFID
		Joni Hillman, Aid Transparency Programme Managers, Development Initiatives (and member of IATI Secretariat)
		Anne-Marie Heemskerk, Manager of Knowledge and Effectiveness, Partos (Netherlands)
		Laia Griño, Director, Transparency, Accountability and Results, InterAction (USA)
EU		
	Mareen Buschmann, Policy Adviser	Tori Timms, EU Advocacy Co-ordinator, WaterAid (European Policy Group co-chair)
		Sabine Terlecki, Head of Policy and Advocacy, CONCORD
Post-2015	Mariana Rudge, Advocacy Adviser	Helen Dennis, Christian Aid (Bond Beyond 2015 UK co-chair)
		Veronica Oakshott (formerly SCF)
		Marie l’hostis, Global Hub

Bond staff workshop participants

Sarah Mistry -Director of Effectiveness and Learning
 David Jones - Effectiveness and Learning Adviser
 Fiona Waters – Effectiveness and Transparency Assistant
 Michael O’Donnell – Head of Effectiveness and Learning
 Rose Longhurst – Funding Policy Manager
 Sarah Johns – Transparency Adviser
 Kim Mullard – Fundraising Adviser

Kathleen Spencer Chapman, Head of Policy and Public Affairs
 Mariana Rudge, Advocacy Adviser

User interviews

Daniela Werner	Transparency International	MEL Co-ordinator (Berlin Secretariat)
Ian Henstock	Handicap International	Institutional Funding Adviser
Hur Hussnain	WarChild UK	Monitoring, evaluation, accountability and learning officer
Claire Armitage	Emerge Poverty Free	Organisational Evidence Manager
Suzanne Lagan	Deaf Children Worldwide	Communications and Publications Manager
Dan Ritman	THET	Evaluation and Learning Manager
Matt Sullivan/Josh Meek	Farm Africa	Programme Manager/Programme Support Officer
Howa Avan Nomayo	ADRA	Chief Programmes Officer
Francesca D'Emidio	Action Aid	Organisational effectiveness and efficiency co-ordinator, Action Aid international.
Matthew Reed	Aga Khan Foundation	Chief Executive Officer
Gary Foster	Transaid	Chief Executive
Alison Gordon	RNLI	Head of International Funding
Francesco Gatta	VSO	European Community Donor Manager
Tanya Rahman	VSO	Head of Complex Funding
George Williams	Traidcraft	Programme Funding and Monitoring and Evaluation Manager
Carmen Gonzales	Wonder Foundation	Director
Dr Ghassan El-Kahlout	The Humanitarian Forum	Director
David Evans	Bees Abroad -non member	Trustee
Karen Goodman-Jones	Signal	International Programme Manager
Peg Bavin	Send a Cow	head of programme funding
Takiyiwa Danso/Halima Sayed	Al-Khair Foundation	Senior Programme Officers
Anna Macquarrie	Inclusion International	Director, Human Rights, Policy and Global Initiatives
Lucy Brealey	Plan UK	Learning Adviser, part of MEL team
Alysa Remtulla	STOPAIDS	Multilateral liaison and engagement officer
David Weeks	Ethical Trading Initiative.	Institutional Relationships Manager
Jake Phelan	Action Aid	M&E Manager
Claire Thomas	Minority Rights Group	Deputy Director
Ian Johnson	Food for the Hungry	Programme Manager
Helen Frost	YCare International	M&E Learning Adviser
Connie Wu	Chance for Childhood	Programme Officer
Kate Gannon	Plan UK	Programme Officer on PPA grant
Isobel Gammie	Toybox	Programme Officer Latin America

Appendix 3. Research design, methods, limitations and evidence

Research design

The evaluation team used a classical summative evaluation approach, using the evaluation questions and the logical framework to frame the design. A theory-based design was developed, tailoring the theoretical framework for each component, reflecting the different types of evidence available for each one.

The evaluation questions covered accountability, quality and learning aspects and are presented below with sources of information and methods.

Evaluation questions	Source	Method
ACCOUNTABILITY: did we do what we said we would do?		
1. To what extent have grant activities achieved the outputs and outcomes in the logframe and contributed towards the broader impact envisaged (including the contribution to individuals' skills, knowledge and confidence, to organisational change, and to policy and systems change)?	<ul style="list-style-type: none"> Grant documents¹ Bond staff 	Desk research Interviews
2. To what extent does this grant represent good value for money for DFID?	<ul style="list-style-type: none"> Grant budget and expenditure Evidence from monitoring reports 	
QUALITY: how well did we do it?		
3. How did Bond's activities contribute to the changes observed? What has helped or hindered the extent of this contribution?	<ul style="list-style-type: none"> Grant documents Bond staff External stakeholders² 	Desk research Interviews Staff workshop
4. How has Bond's theory of change evolved over time? What adaptations has it made to its programme in light of its learning, changes in context and emerging requirements, and how effective have these been?		
5. What assessment can be made of Bond's role in delivering the programme as an intermediary organisation/ membership body, and the added value it was able to bring?		
LEARNING: what have we learned that is relevant to our current and future work?		
6. What lessons could inform the further development of Bond's effectiveness, transparency and influencing work?	<ul style="list-style-type: none"> Grant documents Bond staff External stakeholders Relevant literature e.g. IDS Participate initiative 	Desk research Interviews Staff workshop
7. What wider evidence can be generated on the role that intermediary organisations such as Bond can usefully play in supporting improved performance and sustainable change?		

Methods

The approach to each aspect of the programme differed, as outlined in the table below. An approach based on elements of process tracing (using the [Oxfam Process Tracing protocol](#)) was adopted for the advocacy programme, although it should be noted that this was within the constraint of the resources available and limited access to stakeholders. This involved

¹ Log frame, monitoring reports and other grant-related documentation

² This includes other INGOs, DFID staff, EU stakeholders, European platforms and IATI leaders

1. identifying an outline theory of change (although not exploring assumptions)
2. Identifying three outcomes considered by Bond staff to be most significant
3. Assessing and documenting what was done under the intervention to achieve the selected outcomes
4. Identifying and evidencing the extent to which the selected outcomes materialised (process steps)
5. Identifying alternative plausible causal explanations for evidenced outcomes in discussion with Bond staff
6. Testing the processes were then tested ('process verification) and alternative plausible causal explanations through examining documentary evidence and interviews with appropriate stakeholders. Stakeholders interviewed were also asked for views on any differing plausible explanations of change.
7. Research processes and findings are shown in Appendices 10 and 12, including 'contribution scores' as follows (based on Oxfam protocol):
 - Green: outcome realised in full; evidence that intervention made a crucial contribution
 - Green/Amber: outcome realised in full; evidence that intervention made an important contribution
 - Amber: outcome realised in part and evidence that intervention made an important contribution
 - Amber/Red: outcome realised in part & evidence that intervention made some contribution or outcome realised to small degree & evidence that intervention made an important contribution
 - Red: Outcome realised, to any degree, but no evidence that the intervention made any contribution

Effectiveness	Influencing – more complex, qualitative
Already a theory of change	Theory of change less explicit, so needs to be developed
Logframe identifies 'hard' indicators e.g. % individuals citing evidence of positive change as a result of applying knowledge facilitated by Bond Outcome 1.1); increased effectiveness as result of using effectiveness tools (Outcome 1.3)	Indicators in log frame softer e.g. 'Target audience plays role in ensuring EU's development policy and practice remains focused on poverty reduction (Outcome 2.1); target audience has effective voice in post 2015 dialogue
Causal link identified (implicit) and can be assessed (n.b. issues with triangulation re e.g. case studies)	Causal link not yet specified
Approach <ul style="list-style-type: none"> • Assemble data as identified in logframe, link to theory of change and investigate robustness (triangulation). • Elements of contribution analysis in qualitative interviews (e.g. would changes in increased effectiveness have happened anyway?) 	Approach <p>Need to develop causal link and evidence – using contribution analysis and process tracing approach. Draw on method outlined in Oxfam draft protocol³ on process tracing:</p> <ul style="list-style-type: none"> • Construct/reconstruct theory of change • With Bond staff identify what they see as indicators of success (outcomes?) • Systematically assess and document what done to achieve these • Map possible causal links • Gather evidence to support assessment of success, causal links and contribution • Rate evidence.
Risks <ul style="list-style-type: none"> • Miss unexpected outcomes 	Risks <ul style="list-style-type: none"> • Miss unexpected outcomes e.g. Ebola Response Hub

³ [Oxfam Process Tracing protocol](#)

<ul style="list-style-type: none"> • Quality/amount of data on Bond annual survey; • Information on semi-structured interviews with senior staff and documentary evidence of changes – already done or part of this evaluation? 	<ul style="list-style-type: none"> • Needs more time to develop analysis and gather evidence • Evidence less robust as may not be able to triangulate • Access to senior stakeholders • Agenda very broad and may not find evidence of causal mechanism • The objectives and focus of advocacy projects evolve or change over time, which makes it hard to measure progress • Needs significant time from Bond staff
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Data collection

There was extensive information already available on the programme and sources are listed in the table below. In addition to this there was some primary data collection through interview as follows:

Effectiveness and transparency:

1. The extent of change resulting from access to the programme and Bond’s contribution was explored in a series of telephone interviews with users. Details of individuals accessing the programme were provided and stratified into:
 - Occasional users – 1 or 2 interventions, predominantly at one point in time
 - Moderate users – 3 or more interventions or 1 user regularly accessing a product or service over a period of time
 - Substantial users – 5 or more interventions and more than 1 person.

The aim was to ensure a mix of users with differing degrees of intensity. In addition some non-users were approached. A mix of different size organisations were also selected in the sample.

As some user details were based on Bond’s records from 2013, there were inevitably some who had moved from their post, as well as some travelling and others who chose not to respond. Substitutes were chosen and approached as necessary.

In total, 32 people were interviewed from 29 organisations, with two of these being non-users. Bond’s effectiveness tracker show that users are broken down as follows:

- small 33%; medium 44%; large 21%

In the sample the proportions were:

- small 18%; medium 54 %; large 29%

Small organisations were therefore under-represented in the sample and medium and large slightly over-represented.

2. In addition, 10 interviews were carried out with external agencies to get a range of perspectives on the programme.
3. Finally, 5 Bond staff were interviewed and learning workshops held with 8 staff.

A list of contributors is given at Appendix 2.

Advocacy

1. 4 Bond staff involved in the two aspects of the programme were interviewed/ involved in a learning workshop.
2. External stakeholders to be interviewed were identified through the process tracing technique. In total 5 external stakeholders were interviewed.

Information sources

Methodology
Oxfam Process Tracing protocol
CDI practice paper process tracing
Contribution analysis – Better Evaluation http://betterevaluation.org/plan/approach/contribution_analysis
Unicef Advocacy evaluation document
Grant documents
Bond’s business case to DFID
Logframe and reporting against logframe
Bond Annual Reviews to DFID
General
Bond list of members
Bond 2016-21 Strategy
Stakeholder Research Report EC14June2015
Effectiveness: monitoring and internal reports
Theory of change for effectiveness programme
Outcomes Survey 2014-16 All Contacts
Outcomes Survey reports 2014 and 2015
Outcomes Survey 2016: initial analysis
Effectiveness support tracker
Interviews conducted with small NGOs
Proposition on PPA Learning Partnership and Bond
Effectiveness: published reports
Research Programme on the Use and Application of Bond/NIDOS Effectiveness Tools and Services Volume I - Final Report. INTRAC (not yet published)
INTRAC Inception Report
Review of Impact Builder 2014
Bond and Ebola Co-ordination final report Nov15
Impact Evaluation: A Guide for Commissioners and Managers . Elliot Stern (2015). Bond
Value for Money : what it means for UK NGOs
See Appendix 6 for other published effectiveness resources during grant period
Transparency
<ul style="list-style-type: none"> • Pilot cohort report of the Transparency Review • Cohort 2 report of the Transparency Review • Guide to developing an open information policy
"Making Evaluations Work Harder in International Development"
Publishing results to IATI discussion paper
Advocacy: EU influencing
Internal reporting 2015, Q1-3
Work plan_activities_19102014
01 Bond letter to Justine Greening May 2014 FAC_140514
02 Bond_SoS letter_ODA definition_30 June 2014

03 Bond letter to SoS_EU Dev Min meeting_07072014
04 Bond letter to Justine Greening re Foreign Affairs Council 2.12.14
05 Letter from Ben to Justine Greening re Informal FAC
06 FAC letter from Ben Jackson, Bond to SoS 22 May 2015
07 Bond 26 October FAC letter to SoS Justine Greening
20140624_Welcome letter to UK MEPs_England
Bond EPG GAP II submission_17042015
Bond European Policy Group_input GAP and SDG indicators
Bond letter to EU Council President Tusk_welcome_09092014.pdf
Bond_EP elections results analysis
CONCORD paper on unlocking 0.7%
CONCORD_Beyond_2015 ETF_2030_Agenda_analysis_and_recommendations_for_EU_and_MS
EPG work plan FY 2015-16
European Year for Development – key policy messages to be used in UK
MEPs_your opportunity to eradicate global poverty
Neutralising_Refugee_Costs_Concord_position_paper__2015
Welcome letter DEVE Chair_02072014
2013 – http://concordeurope.org/2013/10/11/2013-aidwatch-report/
2014 - http://concordeurope.org/2014/11/06/aidwatch-2014/
2015 - https://www.bond.org.uk/resources/aidwatch-2015
https://www.bond.org.uk/data/files/Bond_Report_MFF_and_EU_development_and_ODA.pdf
https://www.bond.org.uk/news/2015/01/eu-budget-report
BEYOND 2015 See also process tracing table for specific evidence linked to stated achievements
Global Beyond 2015 evaluation (long and short versions) http://www.beyond2015.org/final-evaluation-beyond-2015
Timeline of activities
TOR for specific evaluation of the work of Bond Beyond 2015 UK
Beyond 2015 evaluation proposal
Draft Beyond 2015 Evaluation report
The Bond Beyond 2015 U group ToR
Group strategy (the political objectives evolved as the process changed)
NY Brief_Bond and Beyond 2015: An overview of B2015UK and the global campaign
Background on Bond Beyond 2015: : https://www.bond.org.uk/influence/beyond-2015
Main policy papers the Bond Beyond 2015 UK group produced :
o 2013 - The Thematic paper (feedback on the suggestions of the High Level Panel report): https://www.bond.org.uk/data/files/Bond_Beyond_2015_UK_thematic_messages_briefing_paper_FINAL_v2.pdf
o 2014 – Inequality paper: https://www.bond.org.uk/data/files/Bond_Beyond_2015_UK_inequality_paper_final_designed_copy_Sept_2014.pdf
o 2014 – sustainability paper: https://www.bond.org.uk/data/files/Bond_Beyond_2105_UK_sustainability_paper_final_designed_copy_Sept_2014.pdf
o 2015 – Bringing the goals home: https://www.bond.org.uk/resources/bringing-goals-home
o 2015 – paper on inequality indicators: https://www.bond.org.uk/resources/reducing-inequality
o 2015 – paper on climate indicators: https://www.bond.org.uk/resources/climate-proofing-goals
2013 Thematic paper
Organisations involve in development of key messages (organisations involved in the development of our 2013 Thematic paper)
Beyond 2015 UK_implementing the sdgs in the uk
Draft Evaluation report oy Bond Beyond 2015
Action 2015

Limitations

Both Bond's outcomes surveys and the information collected by interview for this evaluation are likely to be subject to bias. It is to be expected that those who feel more positively about the programme will be more likely to respond. In addition, the extent of change is self-reported, although both the Outcomes Surveys and evaluation interviews aim to minimise bias through requesting evidence of any change, including examples. In addition, the various sources have been triangulated (Outcomes survey, INTRAC report, evaluation interviews) in drawing out conclusions.

The Outcomes Survey also only seeks responses on a service-by-service basis, and thus does not elicit the potential value of usage of combinations of multiple services. It also does not cover use by organisations of resources that are freely available and whose use cannot efficiently be tracked (e.g. Impact Builder, and downloaded publications).

Evidence principles

The team's approach to the research was in line with Bond's Evidence Principles. The checklist was used and results were as follows:

Principle	Score	Quality assessment
Voice and inclusion	50%	50%
Appropriateness	75%	75%
5Triangulation	75%	75%
Contribution	56%	56%
Transparency	88%	88%

Voice and inclusion: Throughout the research the voices of the users, external agencies and Bond staff were each considered. The "most marginalised" in the context of this grant are considered to be smaller member organisations of Bond, and the sampling of interviewees explicitly included representation from this group. There was no disaggregation by social difference as this did not apply to organisations and beneficiaries had no involvement in assessment process (scope determined by Bond).

Appropriateness: Data collection and analysis methods which were appropriate to achieving the research objectives while promoting participation in the process were chosen. From this research, 30 interviews with users were documented. Relative to the total Bond and NIDOS membership, this is a relatively small pool and is not representative. However the coverage of the Outcomes Survey, with response rates for most tools exceeding 20% of users should be adequate in size to be representative, although potentially subject to bias as discussed above.

Triangulation and mixed methods in data collection were used in order to strengthen the reliability and internal validity of the data, and the analysis involved a quality assurance process from within the evaluation team. The external validity of the findings has been tested through feedback, and learning processes (including a validation workshop with Bond) and through review by an Advisory Group. Findings and conclusions will be shared with stakeholders by Bond (on website) but not validated.

Contribution: The approach to interviews and analysis assessed the contribution of tools and services to change. Contribution was determined mainly through self-reporting by those engaged with Bond and in interviews. For the advocacy aspects of the programme, causal links between interventions, outcomes and assumptions including alternative explanations for change examined through process tracing. The use of counterfactual-based methods for determining contribution would not have been appropriate for the nature of this work. Limited data was available for use as a point of comparison other than Bond baseline data and outcome surveys over time. Analysis makes reference to the possible contribution of others and was explored within the resources available

Transparency: Size and composition of sample and data collection methods has been described and justified with limitations presented. The purpose of the research and how it would be carried out was explained to interviewees. The team was open about how data would be used and informed consent was obtained from all participants. Bond is committed to making the evaluation report (along with a management response) public.

Appendix 4: Logframe results

Table 1: Logframe effectiveness and transparency outputs

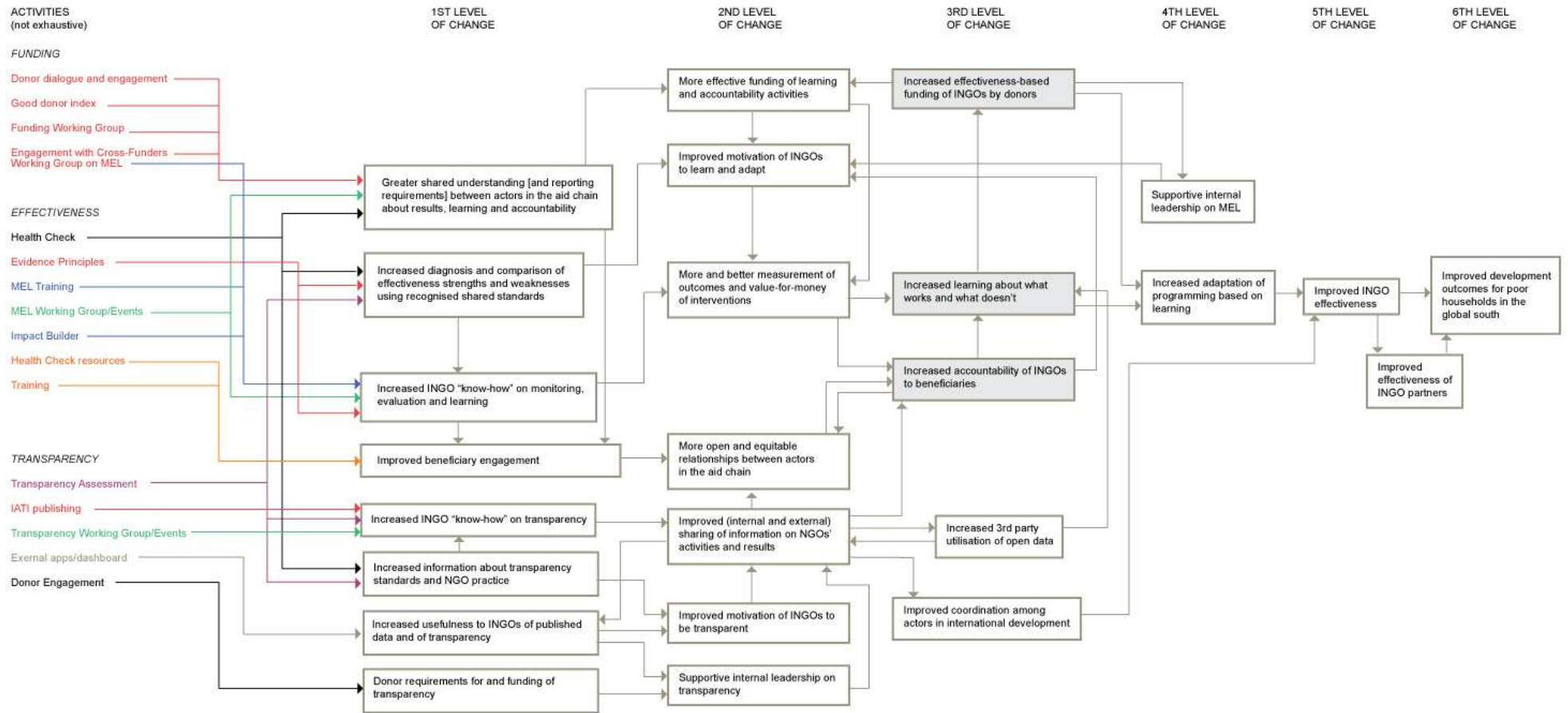
	Target	2016 achieved
Effectiveness outputs		
1.1.1 No. participating in training (target)	3310	3,198
1.1.2 % reporting increase in knowledge/confidence	97%	98.5%
1.1.3 No. participating in Bond's networking services and events	500	765
1.1.4 % reported an increase in personal knowledge and confidence	85%	92%
1.4.2 No. of members using 1 or more effectiveness tools/services	250 (of whom 75 are small)	293 (of whom 114 small) -
1.4.4 Number of other organisations or platforms using or recommending usage of 1 or more of the Bond or NIDOS effectiveness tools or services	110	136
Transparency outputs		
1.2.1 No. publishing data to IATI standard to at least DFID minimum requirements,	170	185
1.2.2 UK-based organisations publishing data to IATI Standard going beyond the DFID minimum requirements	42 (25%)	59
1.2.3 No. participating in an annual Transparency Review	80	93
1.2.4 No. of supporting resources developed by Bond to help organisations improve scores in the Transparency Review	2	2
1.2.5 No. demonstrating use of IATI data to support their effectiveness and transparency	42	43
1.2.6 Support of other national platforms with IATI/publications produced	4/2	4/3
New tools and services		
1.3.1 No. of new tools/resources/services to improve effectiveness	20	22
1.3.2 Financial sustainability/net annual income target for Effectiveness	£120k	£80k ⁴
1.3.3 Bond facilitates consultation and engagement by members with the DFID Civil Society & Partnership Review	Activity targets	Met
Improved knowledge and uptake		
1.4.1 Research programme incorporating at least 8 NGO case studies and 3 overview reports		Achieved
1.4.2 No. of members using 1 or more effectiveness tools/services and no. who are small	250 (75 small)	293 (114 small) - NIDOS data may be added
1.4.3 % reporting found tools useful	90%	84%
1.4.4 No. of others using or recommending usage of effectiveness tools/services	110	136

⁴ Note that this figure from Bond is provisional, and subject to some confirmation upon finalisation of accounts. Bond is not expecting the final figure to be significantly different.

Table 2. Logframe advocacy outputs

	2016 Target	2016 achieved
EU advocacy		
2.1.1 Collective UK and pan-European NGO action(s) to support Member States to move towards the 0.7% aid target and ensure the new MFF includes adequate finance and instruments for aid and development.	Evidence of progress by European Commission to deliver their aid effectiveness commitments, aid remains on EU's political agenda and evidence that EU development policy remains focused on poverty reduction. AidWatch project and other actions have increased political impact – halt reverse in downward aid trends, aid remains on political agenda, effective civil society action on EU development budget within new MFF.	Achieved
2.1.2 Collective UK and pan-European NGO action(s) to ensure that aid effectiveness remains a core focus of the EU's approach to aid and development	"At least 6 events and activities throughout the project that convene key EU policy makers and NGOs	Achieved
Post 2015 advocacy		
2.2.1 Number of supported efforts (submissions, dialogues etc.) at the national and Brussels/pan EU level influencing both the European Institutions and Member States to agree official EU position on post-2015.	NGOs are convened and supported to participate in/contribute to the development of a post-2015 framework through at least 13 Bond-supported efforts in the EU. Evidence that EU positions reflect joint UK NGO / Concord / Beyond 2015 European positions; Bond's role and contribution is/has been valued in the EU.	Exceeded in UK/internationally, less in EU
2.2.2 Number of supported efforts (submissions, dialogues etc.) at the national / regional / international levels aimed at influencing the UN and intergovernmental processes towards the Global Goals.	At least 9 joint influencing activities supported and led by Bond, towards, at and following relevant policy processes	Exceeded

Appendix 5. Theory of Change for Effectiveness Programme



ACTIVITIES (not exhaustive)	1ST LEVEL OF CHANGE	2ND LEVEL OF CHANGE	3RD LEVEL OF CHANGE	4TH LEVEL OF CHANGE	5TH LEVEL OF CHANGE	6TH LEVEL OF CHANGE
FUNDING						
Donor dialogue and engagement		More effective funding of learning and accountability activities	Increased effectiveness-based funding of INGOs by donors			
Good donor index						
Funding Working Group						
Engagement with Cross-Funders Working Group on MEL						
EFFECTIVENESS						
Health Check	Greater shared understanding [and reporting requirements] between actors in the aid chain about results, learning and accountability	Improved motivation of INGOs to learn and adapt	Increased learning about what works and what doesn't	Supportive internal leadership on MEL		
Evidence Principles	Increased diagnosis and comparison of effectiveness strengths and weaknesses using recognised shared standards	More and better measurement of outcomes and value-for-money of interventions	Increased accountability of INGOs to beneficiaries	Increased adaptation of programming based on learning	Improved INGO effectiveness	Improved development outcomes for poor households in the global south
MEL Training						
MEL Working Group/Events						
Impact Builder						
Health Check resources						
Training	Increased INGO "know-how" on monitoring, evaluation and learning					
TRANSPARENCY						
Transparency Assessment	Improved beneficiary engagement	More open and equitable relationships between actors in the aid chain	Improved (internal and external) sharing of information on NGOs' activities and results	Increased 3rd party utilisation of open data	Improved effectiveness of INGO partners	
IATI publishing	Increased INGO "know-how" on transparency					
Transparency Working Group/Events	Increased information about transparency standards and NGO practice					
External apps/dashboard	Increased usefulness to INGOs of published data and of transparency	Improved motivation of INGOs to be transparent	Improved coordination among actors in international development			
Donor Engagement	Donor requirements for and funding of transparency	Supportive internal leadership on transparency				
ASSUMPTIONS	Activities to 1st level	1st to 2nd level	2nd to 3rd level	3rd to 4th level		5th to 6th level
	- Bond markets services well - Bond provides relevant, quality services.	- Supported NGOs have adequate financial resources - Internal leadership in NGOs is supportive of improving practice	- Increased opportunities for accountability action by beneficiaries - MEL info and published info are in accessible forms	- NGOs are motivated to respond to learning to improve programmes - Failure is learned from rather than hidden		- External factors such as policies, conflict, climate, political factors support the effectiveness of NGO interventions

Appendix 6. Tools and resources developed during grant period

Investing in MEL report	2014
Transparency Working Group	2014
MEL Working Group	2014
Commercial Contracts Working Group	2014
IATI CSO Guidance	2014
Small NGOs resources	2015
Futures: " Tomorrow's World " & " Fast Forward " reports	2015
Ebola Programming & Advocacy Group	2015
Ebola Advocacy & Policy Group	2015
Health Check Beneficiary Resources	2015
Health Check M&E Resources	2015
Health Check Partners Resources	2015
Payment by Results: What it Means for UK NGOs	2015
Getting the Best Out of Consultancy	2015
Participation, Feedback and Evidence Course	2015
Fund Managers' Survey	2015
Health Check Analysis	2015
Health Check Influencing Resources	2016
Impact Evaluation: A Guide for Commissioners and Managers .	2016
Evaluation TORs Top Tips	2016
Full Cost Recovery survey/ report	2016
Health Check Big Picture 2016	2016

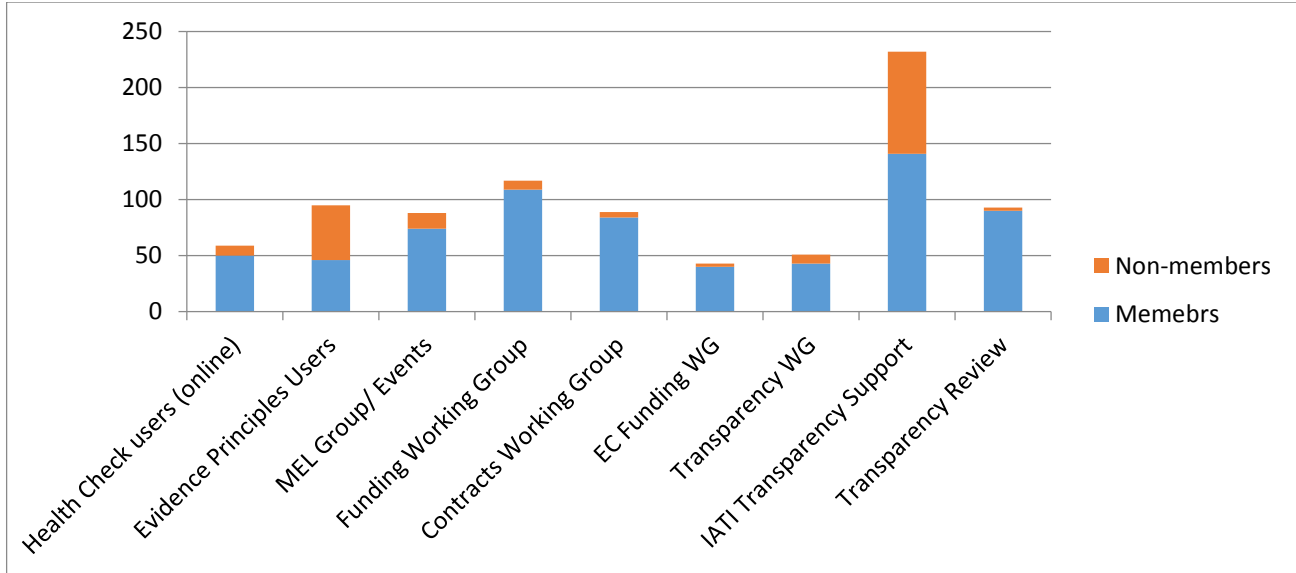
Appendix 7. Data on effectiveness and transparency

Chart 1: Number of users of training and other effectiveness/transparency services



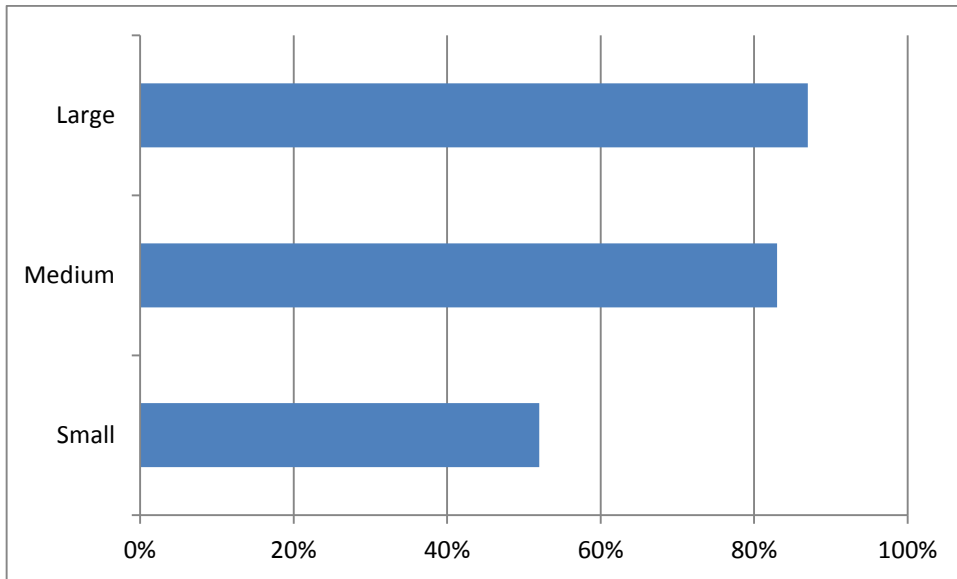
(Source: Bond's effectiveness tracker)

Chart 2. Number of users by type of service and Bond membership



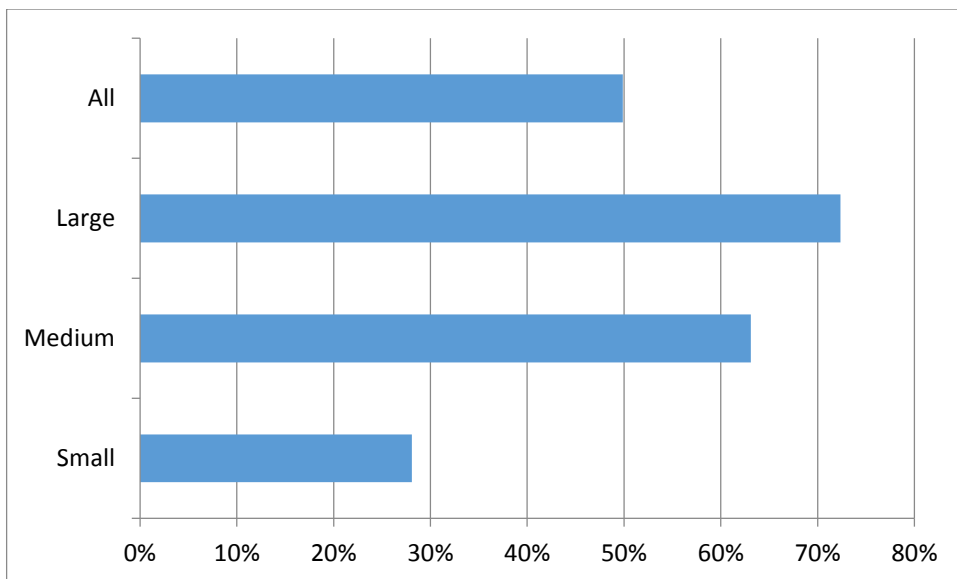
(Source: Bond's effectiveness tracker)

Chart 3. Percentage of members using all services (including training) by organisational size



(Source: Bond's effectiveness tracker)

Chart 4. Effectiveness and transparency services (not training) used by size



(Source: Bond's effectiveness tracker)

Chart 5. 2016 outcomes survey response rate

Service	# Users	Responses	Response Rate
Health Check	12	4	36%
Evidence Principles	40	8	21%
Cost Benchmarking	32	11	34%
Transparency Review	50	12	26%
IATI Support	115	29	26%
Training	547	57	12%
MEL WG	113	24	21%
Funding WG	122	16	13%
EC Funding WG	23	4	17%
Contracts WG	76	4	6%
Transparency WG	34	1	3%

Chart 6. Usefulness rating of services (self-reported by users in the 2016 Outcomes Survey, on a scale of 0-10)

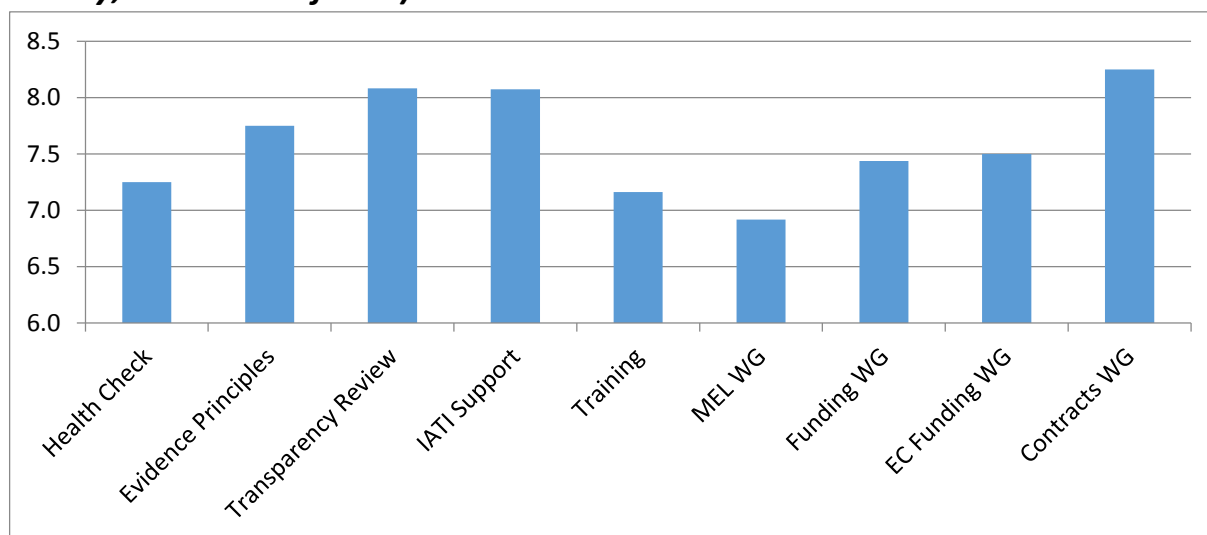
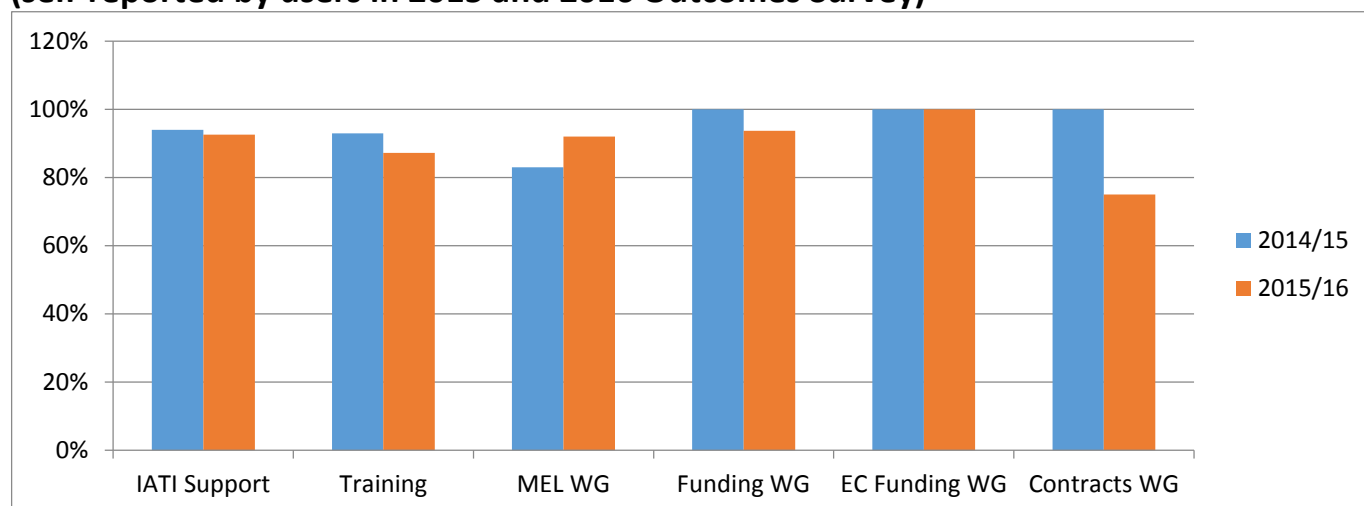
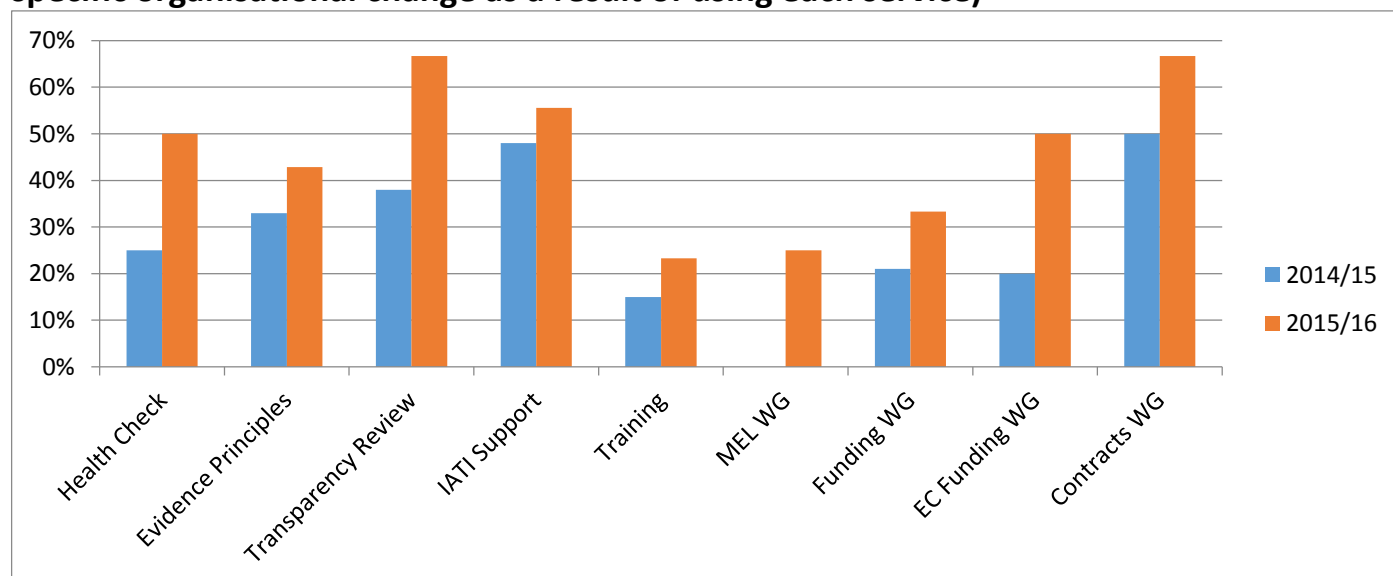


Chart 7. % of service users reporting an Increase in personal knowledge, skills or confidence (self-reported by users in 2015 and 2016 Outcomes Survey)



(Source: 2015 and 2016 outcomes survey)

Chart 8. Organisational change (% of service users reporting “some” or “systematic” specific organisational change as a result of using each service)



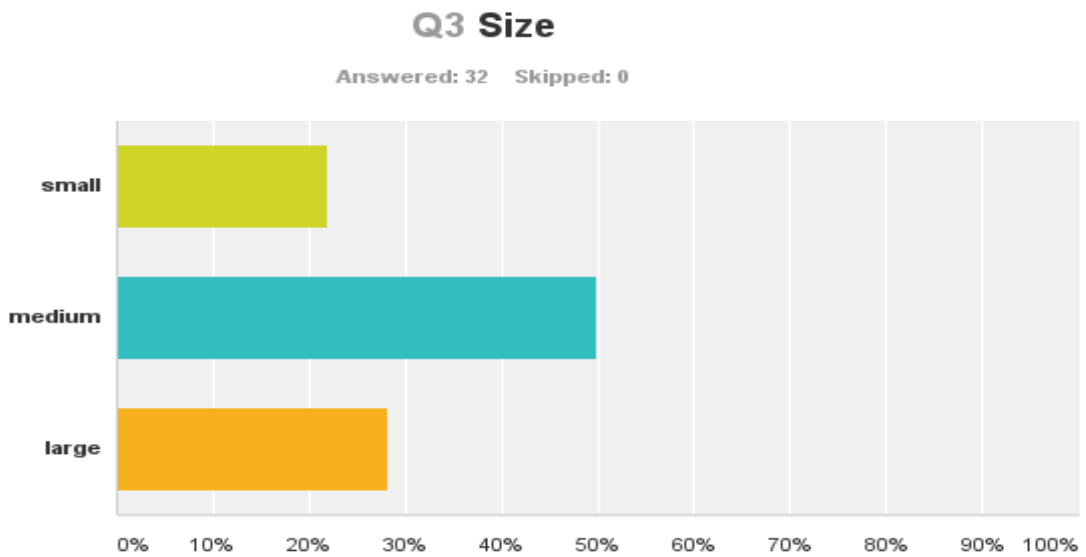
(Source: Outcome surveys 2015, 2016)

Chart 9. Source data from outcome surveys

	Usefulness			Net Promoter Score			Personal Knowledge			Org Change		
	2013/1	2014/1	2015/1	2013/1	2014/1	2015/1	2013/1	2014/1	2015/1	2013/1	2014/1	2015/1
	4	5	6	4	5	6	4	5	6	4	5	6
Health Check	7.1	7.3	7.3	-8%	-33%	-25%				66%	25%	50%
Evidence Principles	7.4	7.0	7.8	-3%	-17%	13%				52%	33%	43%
Transparency Review		7.8	8.1		14%	25%					38%	67%
IATI Support	8.0	8.3	8.1	22%	30%	30%		94%	93%	22%	48%	56%
Training	7.7	7.4	7.2	20%	7%	-9%		93%	87%	21%	15%	23%
MEL WG	8.1	6.8	6.9	27%	-29%	-16%		83%	92%		0%	25%
Funding WG	7.6	7.4	7.4	18%	0%	6%		100%	94%		21%	33%
EC Funding WG	7.3	8.4	7.5	-20%	20%	0%		100%	100%		20%	50%
Contracts WG			8.3			50%		100%	75%		50%	67%

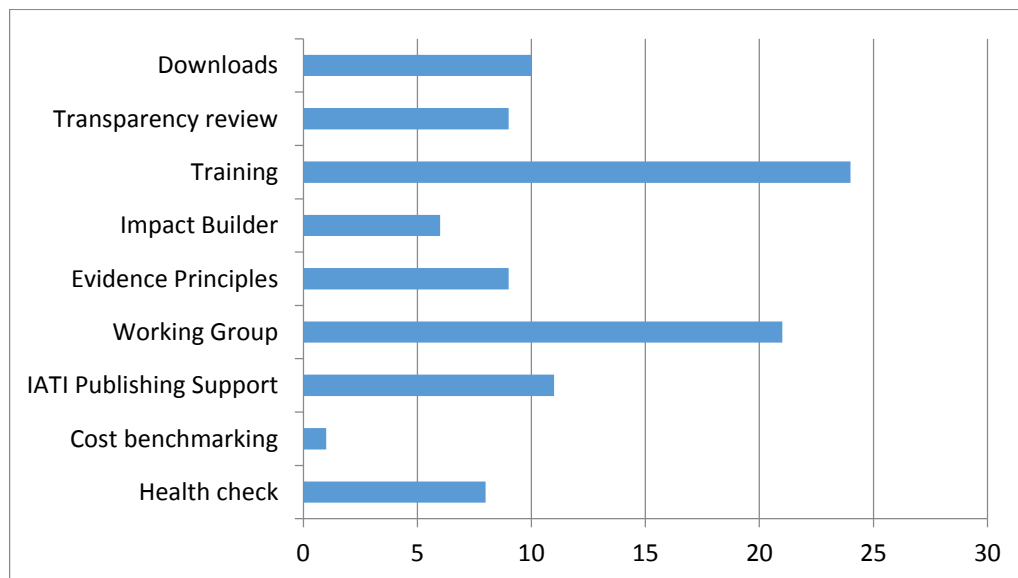
User interviews

Chart 10. Size of organisation (32 interviews)



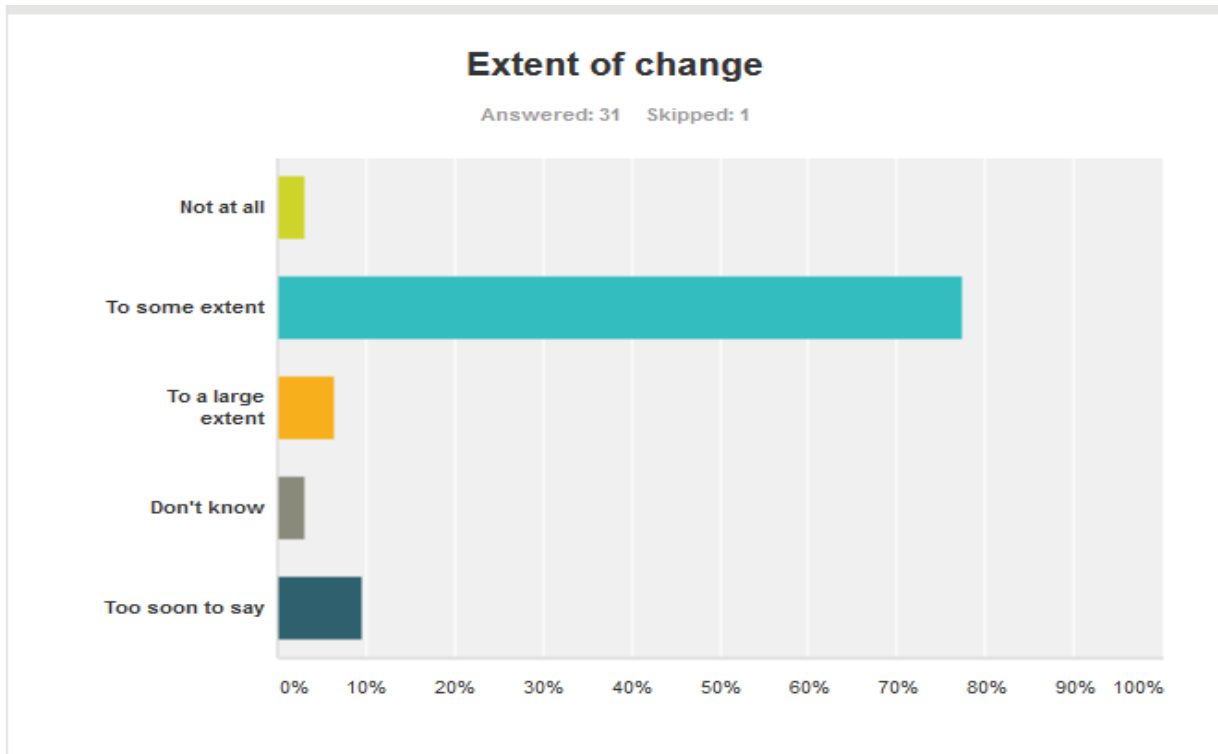
(Source: user interview data)

Chart 11. Tools used



(Source: user interview data)

Chart 12. Extent of change



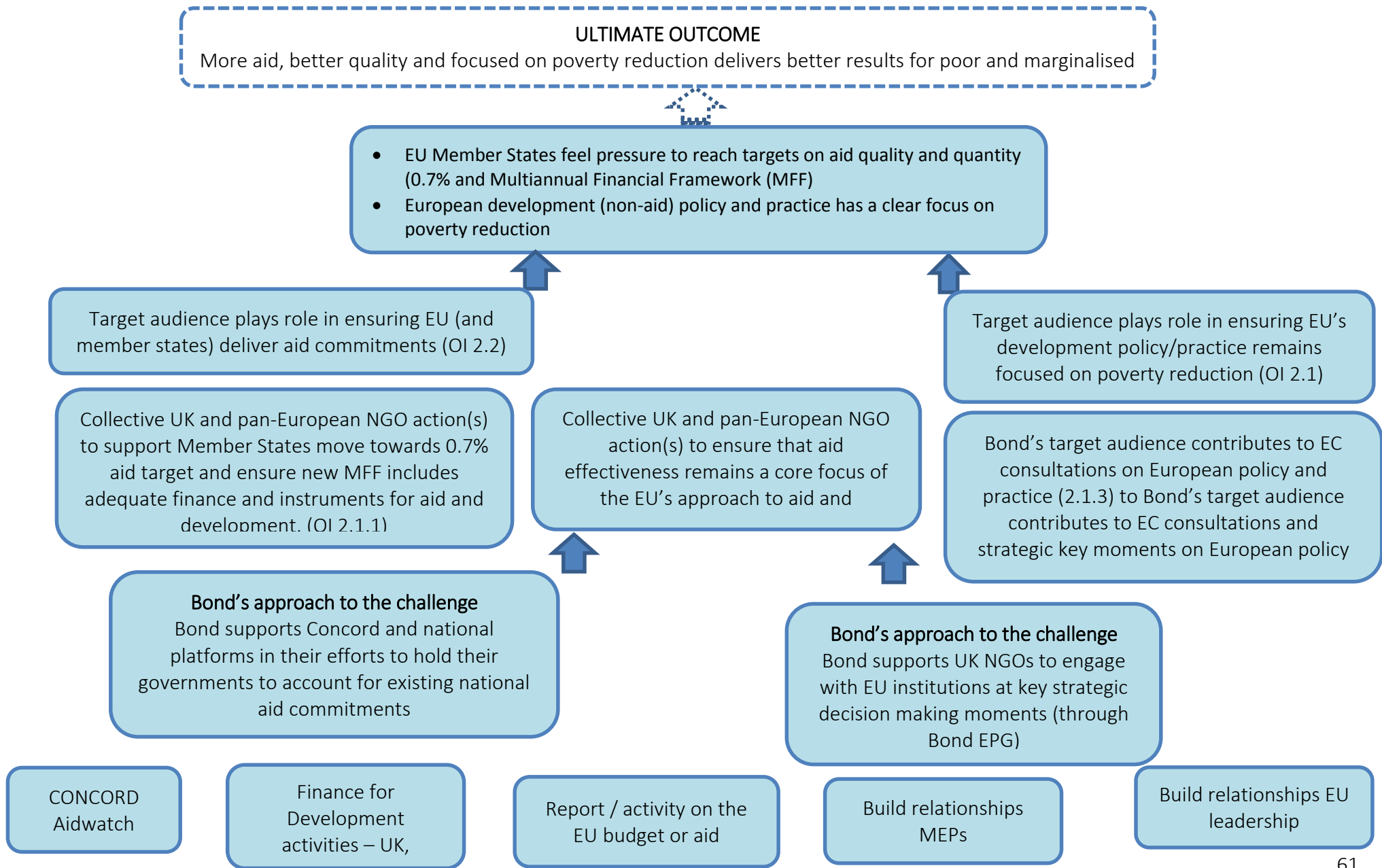
(Source: user interviews)

Appendix 8. Illustrations of organisational change

Theory of change category	Organisation	Detail
Increased NGO 'know how' on monitoring, evaluation and learning; more and better measurement of outcomes and value for money	War Child UK (medium)	<ul style="list-style-type: none"> • Taken indicators from Impact Builder and included in Global Programme Framework - helped to monitor successes and in developing new programmes, also links to tools for indicators • Use evaluation quality checklist in policy and in assessing quality of evaluations; • Used training content to present in-country on M&E to in-country officers, partners etc.
	ADRA (medium)	<ul style="list-style-type: none"> • Impact Builder is a useful resource when designing and developing programmes. (Would appreciate support on how to embed it into an organisation.)
	Plan UK (large)	<ul style="list-style-type: none"> • People draw on Impact Builder for indicators and she hopes to build indicators into overall framework - then potential for large change
	ActionAid (large)	<ul style="list-style-type: none"> • Incorporated evidence principles into internal guidance and practice and in assessing quality of evaluations get back (also informed by Stern impact report and Working Group discussions). Part of an internal project to improve quality of evaluations. • Conducted internal review of Action Aid evaluations using own principles combined with Bond's evidence principles - raised challenges and informed way forward on m&e. • Evidence Principles used by local staff and partners
	VSO (large)	<ul style="list-style-type: none"> • Impact Builder- led to more consistency within country offices. Impact Builder helpful to local partners. • Did big piece of work on VFM and Bond resources really helped. Developed guidance on VFM for staff and country offices.
	THET (medium)	<ul style="list-style-type: none"> • Accessed VFM publication and following this commissioned Bond affiliate to do workshop on VFM at THET. Now confident with VFM and know methodologies. VFM document the clearest and most practical introduction to VFM - very helpful in getting started. Very practical - others found to be quite abstract. Concrete with lots of examples.
Increased diagnosis and comparison of effectiveness strengths and weaknesses	ADRA (medium)	<ul style="list-style-type: none"> • Health check gave good overview with an indication of what is working well and weaknesses - beneficiary feedback identified as weakness. Planning reviews (as part of a pilot with World vision funded by DFID) on beneficiary feedback mechanism. Couldn't attribute this to use of Health Check but in same territory
	Signal (small)	<ul style="list-style-type: none"> • Healthcheck pointed us to areas we needed to improve and pushed us to take action.

Theory of change category	Organisation	Detail
INGO 'know how' on transparency Increased information about transparency standards and NGO practice Improved sharing of information on NGOs activities and results	Farm Africa (large)	<ul style="list-style-type: none"> • Transparency Review - set up internal Transparency Working Group and internal stock take on transparency and accountability at UK and project level. Used tools and links from Bond to inform direction. Provided space to develop transparency and accountability, including at a project level.
	Signal (small)	<ul style="list-style-type: none"> • More confidence with IATI. In future we will publish to IATI standards on non-DFID grants (e.g. Comic Relief) -. Direct link to Bond support. IATI - support team gets back really quickly and don't speak in jargon – really refreshing. Once we heard about the free bond course it changed everything
	Plan UK (large)	<ul style="list-style-type: none"> • IATI Publishing Support - Improved awareness and enthusiasm throughout Plan UK for transparency. Before barely meeting minimum requirements, now recognised by DFID as having good quality data. • Opened up debate on iATI and transparency and vision is that built into governance and also produce information on results not yet built into strategy
	Toybox (medium)	<ul style="list-style-type: none"> • Improved transparency - as a result of transparency review implemented changes to website.

Appendix 9. EU advocacy: outline theory of change (assumptions not explored)



Appendix 10. EU advocacy process tracing

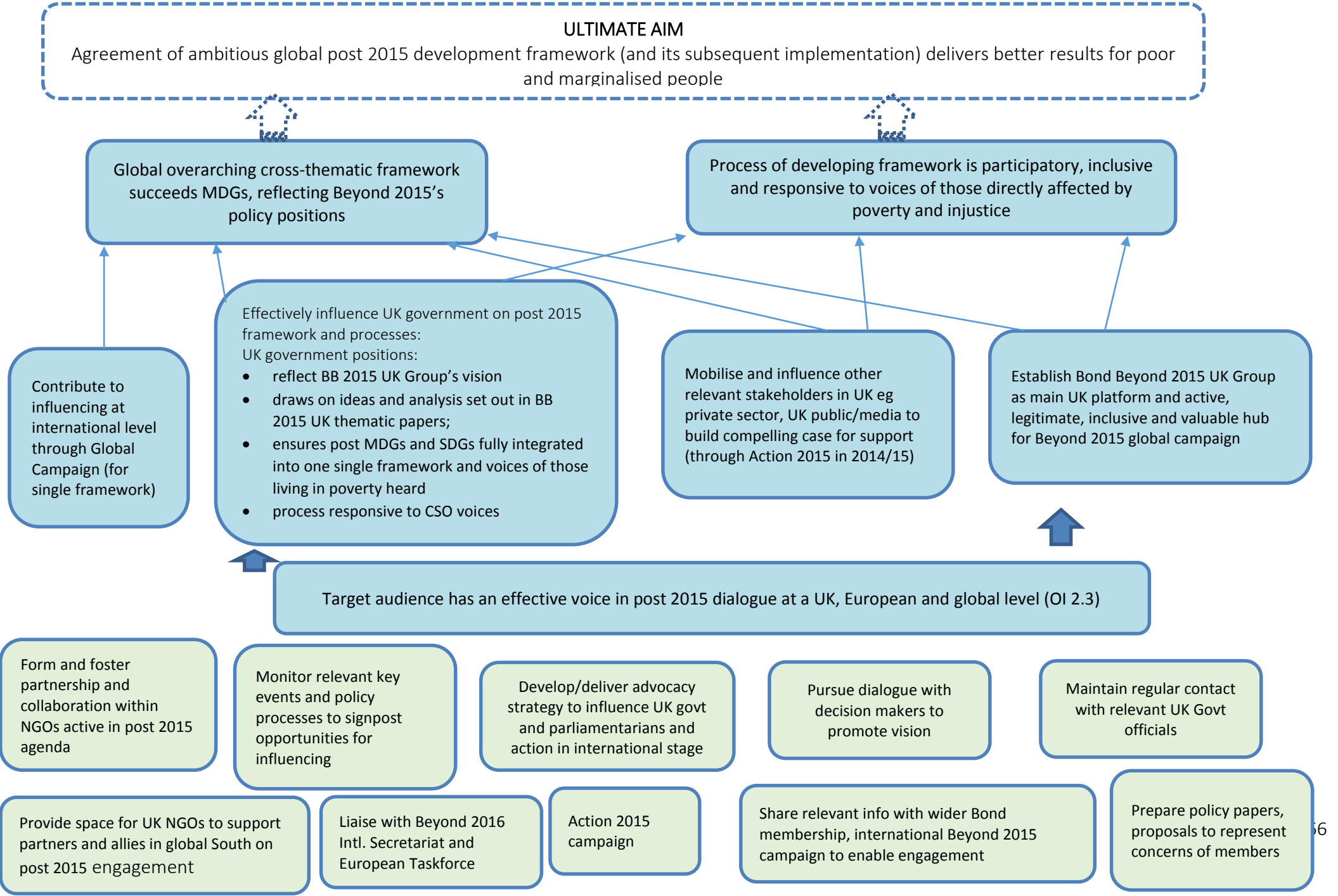
Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
<p>1. European Council commits to 0.7% aid target (26 May 2015)</p>	<ul style="list-style-type: none"> ● Jan 2015 Aidwatch report launch in UK - public meeting with DFID official, EU official, civil society ● Wrote report on EU budget for next 7 years (MFF) and what means for FFD discussions - informal discussion on achieving outcomes with DFID EU head, EU commission, civil society ● Built capacity and influenced the agenda of EU member states: <ul style="list-style-type: none"> – Shared UK experience of reaching 0.7% with others, e.g. via articles and videos (e.g. at Berlin G7 conference on food and aid) – Worked with Dutch and German platforms to present how UK reached 0.7% and how Germany could do it during its G7 presidency – Lobbied French officials when visiting UK – on aid, FFD, the SDGs, and recommitting to 0.7% (liaising with French counterparts) ● Key moment: EU Council Conclusions on aid - at Brussels level with CONCORD before EU commitment – targeted research paper, letters, 	<ul style="list-style-type: none"> ● Co-ordinated process and initiated the momentum, bringing in Concord ● Gave intelligence ● Developed joint messages ● Started civil society campaign 	<p>Influence from:</p> <ul style="list-style-type: none"> ● DFID ● CONCORD ● EU National Platforms ● Campaigning organisations (e.g. ONE, GPP) 	<ul style="list-style-type: none"> ● Email evidence of Bond joint working with other platforms ● Email evidence of Bond working with DFID ● Council Conclusions paras 32 and 33 confirms commitment http://www.consilium.europa.eu/en/press/press-releases/2015/05/26-fac-dev-council-conclusions-global-partnership/ ● Tori Timms, EU Advocacy Co-ordinator, WaterAid (European Policy Group co-chair) 	<p>Green – outcome realised in full and evidence that intervention made crucial contribution</p>

Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
	<p>meetings and other influencing activities</p> <ul style="list-style-type: none"> In the UK, Bond worked closely with DFID officials (to exchange intelligence and make advocacy towards others more targeted) - DFID asked for Bond's help to mobilise civil society in Europe (as only the UK was supportive of recommitting). Agreed joint messages with French and German civil society in particular (whose governments were the biggest blockers), influenced governments across Europe (with meetings, letters etc.) and had a joint social media action to increase pressure 				
<p>2. Financing for Development - influenced at UK, EU and UN level on ambitious and balanced FFD 3 outcome: the outcome document reflects at least 3 key asks: transparency commitments, recommitment to</p>	<ul style="list-style-type: none"> Concord FFD Steering Group brought together members across the EU and developed joint messaging, strategies and influencing activities – Bond led the work on international public financing; provided an analysis on the IPF stream; generated consensus on messages and strategy Bond represented the EU FFD SG on international public financing, aid quality and quantity in lobby meetings in Brussels, at the UN, and during the 3rd Financing for Development 	<ul style="list-style-type: none"> Leadership role on EU FFD Group, generating consensus on international public financing workstream Wrote / collated submissions, letters, papers, contributed to meetings and briefings Helped Concord play a stronger role 	<p>Influence from:</p> <ul style="list-style-type: none"> Bond FFD UK group Concord Global FFD group 	<ul style="list-style-type: none"> Addis Ababa Action Agenda Statement Bond delivered at the UN April 2015 during 2nd drafting session on behalf of the global group: http://www.un.org/esa/ffd/ffd3/wp-content/uploads/sites/2/2015/04/4- 	<p>Green – outcome realised in full and evidence that intervention made crucial contribution</p>

Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
effectiveness principles and safeguards for public-private finance	<p>Conference (FFD3), in Ethiopia July 2015</p> <ul style="list-style-type: none"> Influencing work ahead of FFD3 including targeted papers, submissions on the ICESDF report and various FFD outcome document drafts, meetings, events (e.g. parliamentary breakfast exchange), and PR work These activities were closely aligned with the messages and strategies at UK level - where Bond coordinated the sector on Financing for Development (FFD group), and aligned its work with the EU and global levels At Addis (UN level), more than 3 asks reflected in outcomes 	<ul style="list-style-type: none"> Influenced member states' delegates at the UN preparation meetings and final conference (NY and Addis) 		<p>CSO-Statements-on-International-Public-Finance.pdf</p> <ul style="list-style-type: none"> Sabine Terlecki, Head of Policy and Advocacy, CONCORD 	
3. Influenced Gender Action Plan (with a focus on implementation and the indicator level)	<ul style="list-style-type: none"> 2 submissions, first when European Commission launched official consultation; the second one shortly before the CCs were adopted - for EU and UK officials on final steps to get Council conclusions finalised Round table with key stakeholders incl. the new EU External Action Service gender adviser, representatives from the EU presidencies, EU commission, DFID EU department, UK civil society, think tanks, Gender and Development Network 	<ul style="list-style-type: none"> Work to collate messages and key asks on the GAP II in the UK – lead by Bond's EPG, but in collaboration with the Gender and Development Network (leading UK network on gender equality); Bond ensured the messages are coherent with / 	<p>Influence from:</p> <ul style="list-style-type: none"> Gender and Development Network CONCORD 	<ul style="list-style-type: none"> Attendance list for meetings Papers: Bond European Policy Group input on the EU's gender strategy ' and 'Bond European Policy Group Submission to the Gender Action Plan II (GAP II) Final submission 	Green/Amber: outcome realised in full and evidence that intervention made a significant contribution

Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
	<ul style="list-style-type: none"> ● Informal dialogue with new gender adviser for EU External Action Service ● Final submission ● UK officials involved in negotiations ● Influencing work ahead of the Foreign Affairs Council on development meetings 	<ul style="list-style-type: none"> ● fed them into the EU level (i.e. CONCORD) ● Key moments picked to influence e.g. submissions prior to key meetings 		<ul style="list-style-type: none"> ● Implementation and the indicator level (success not yet tested) ● http://www.consilium.europa.eu/en/press/press-releases/2015/10/26-fac-conclusions-gender-development/ ● Tori Timms, EU Advocacy Co-ordinator, WaterAid (European Policy Group co-chair) 	

Appendix 11. Post 2015 advocacy: outline theory of change (assumptions not explored)



Appendix 12. Post-2015 advocacy process tracing

Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
<p>1. Informed government position on environmental sustainability within the post-2015 agenda</p>	<ul style="list-style-type: none"> ● Bond Beyond 2015 UK produced policy paper with recommendations on a position on environmental sustainability, which was shared with several DFID officials as well as different MPs and discussed in several meetings ● Bond Beyond 2015 UK submitted written evidence to EAC inquiry on SDGs ● Co Chairs of Bond Beyond 2015 UK called to give evidence to Environmental Audit Committee on the back of the group's paper on environmental sustainability and written evidence submitted to inquiry ● Written response from DFID to environment audit committee enquiry into post 15 agenda reflects some of the policy recommendations from Bond Beyond 2015 UK paper ● DFID evidence to EAC ● Bond Beyond 2015 UK quoted several times in final EAC report 	<ul style="list-style-type: none"> ● Bond role in Beyond 2015 UK: Bond was an unofficial member of the steering committee and hosted the whole group, also providing secretariat support and leadership. Bond worked with DFID to organise cross-Whitehall roundtables ahead of Open Working Group meetings, including on environmental sustainability issues ● Bond commissioned the paper on environmental sustainability with member input ● Role in Environmental Audit Committee – helped put submission together ● Role in influencing Justine Greening – convened several meetings with DFID officials and distributed environmental sustainability paper to UK Government stakeholders and beyond 	<p>Attributed to:</p> <ul style="list-style-type: none"> ● Climate Change Coalition ● Other individual INGOS - Oxfam, Christian Aid, CAFOD ● Bond Development and Environment Group (DEG) 	<ul style="list-style-type: none"> ● Interviews with one of Co Chairs of Bond Beyond 2015 - Helen Dennis (Christian Aid) ● Bond Beyond 2015 UK paper on environmental sustainability: https://www.bond.org.uk/data/files/Bond_Beyond_2105_UK_sustainability_paper_final_designed_copy_Sept_2014.pdf ● Bond written evidence to EAC http://data.parliament.uk/writenevidence/committeeevidence.svc/evidencedocument/environmental-audit-committee/sustainable-development-goals/written/14277.html ● Co Chairs oral evidence http://data.parliament.uk/writenevidence/committeeevidence.svc/evidencedocument/environmental-audit-committee/sustainable-development-goals/oral/15683.html ● DFID evidence to EAC http://data.parliament.uk/writenevidence/committeeevidence.svc/evidencedocument/envi 	<p>Green – outcome realised in full and evidence that intervention made crucial contribution</p>

Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
	<ul style="list-style-type: none"> Justine Greening included proposed wording on environmental sustainability ('green thread') in speech 			<ul style="list-style-type: none"> environmental-audit-committee/sustainable-development-goals/written/14263.pdf (point 11) JG speech https://www.gov.uk/government/speeches/justine-greening-forests-and-climate-change-in-the-post-2015-agenda EAC report: http://www.parliament.uk/business/committees/committees-a-z/commons-select/environmental-audit-committee/news/report-eac-sustainable-development/ 	
2. Action 2015's contribution to UK and global engagement by supporting partnership and collaboration within NGOs to bring supporters together	<ul style="list-style-type: none"> Launch: 15 x 15 year olds meet with 3 party leaders. Advocacy dinner: Activists across a2015 organisations meet politicians and policy makers from DFID, DEC, DEFRA to discuss the goals Constituency campaigning: Resources and series of local events facilitating supporters to engage in constituency campaigning MP Welcome Pack:630 Welcome Packs to MPs – items representing poverty, inequality and climate change 	<ul style="list-style-type: none"> Made Action 2015 happen in UK (as a result of neutral, convening role) Support for Global Action 2015 Hub Contributed to Action 2015 and Beyond 2015 working well together in the UK, ensuring efforts were complementary 	Attributed to: <ul style="list-style-type: none"> Save the Children Fund Restless Development 	<ul style="list-style-type: none"> Interview with Veronica Oakeshott (was SCF, now freelance) Interview with Marie L'hostis (Hong Kong, Global Hub) Firetail evaluation of Action 2015 	Green/Amber: outcome realised in full and evidence that intervention made a significant contribution

Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
	<ul style="list-style-type: none"> • Financing for Development: Duck stunt outside treasury and on Westminster bridge • Summer Tour: VW van around the UK – Edinburgh, Leeds, Cardiff, Bristol, Brighton – talking to members of the public about the Global Goals • Youth Summit: 300 young returned ICS volunteers at DFID talking about role of young people in development and global goals • Light the Way: 2,000 people on Millennium Bridge lighting the way to the new goals 				
3. Target audience has an effective voice in post-2015 dialogue	<ul style="list-style-type: none"> • Several policy papers facilitated/commissioned by Bond to promote members' priorities and policy recommendations. The thematic paper only had the involvement of over 60 member organisations • Series of thematic roundtables around the OWG process, good engagement and response from government. 	<ul style="list-style-type: none"> • Bond convened bi-monthly 'Town Hall' meetings for all group members, which always included interaction with a government representative • Bond convened a number of thematic roundtables with cross-Whitehall representation to allow members with different expertise to bring their perspectives and priorities to government ahead of OWG meetings 	Alternative process for voice: <ul style="list-style-type: none"> • Global Beyond 2015 campaign • Action 2015 	<ul style="list-style-type: none"> • B2015 being seen as the go-to group on SDGs – being asked for briefings by MPs, Lords, Labour party etc, and being asked by Government to coordinate input for SoS meetings etc and give evidence to parliamentary committees (email confirmations available) • 2013 - The Thematic paper (feedback on the suggestions of the High Level Panel report): https://www.bond.org.uk/data/files/Bond_Beyond_2015_UK 	Green – outcome realised in full and evidence that intervention made crucial contribution

Most significant achievements	Process steps	Bond role	Alternative explanations for outcomes/plausible explanations of change	Evidence for investigated explanations	Rating
	<ul style="list-style-type: none"> Coordinating civil society throughout the process - ability to agree joint positions and briefings. Navigating the difficult territory of having detailed content and asks on specific issues but not being divisive by saying one area more important than another. Promoted member direct engagement with senior UK government representatives (the UK representative on SDG negotiations, David Hallam, attended several Bond meetings and addressed Bond members directly) Coordinating activities and sharing information before, during, and after UN Summits, enabling members and wider civil society to engage. Bond's resources used to inform global civil society Implementation paper and roundtable - getting pick up from government and IDC and keeping the pressure on from the agreement to implementation phase 	<ul style="list-style-type: none"> Bond sent weekly updates with important information about the global process and opportunities to engage at UK, regional and global level Bond organised 6 weekly meetings with DFID officials for members of the Bond Beyond 2015 UK steering committee to discuss updates on the process and bring policy perspective of Bond members Bond facilitated and commissioned a number of policy papers to agree a collective position and advance members recommendations Bond provided input to the European Task Force and the global beyond 2015 steering committee to help the strategic direction of the global campaign (was part of the steering committee during 2013 and an active campaign member after that) 		<p>thematic messages briefing paper FINAL v2.pdf</p> <ul style="list-style-type: none"> 2014 – Inequality paper: https://www.bond.org.uk/data/files/Bond_Beyond_2015_UK_inequality_paper_final_designed_copy_Sept_2014.pdf 2014 – sustainability paper: https://www.bond.org.uk/data/files/Bond_Beyond_2105_UK_sustainability_paper_final_designed_copy_Sept_2014.pdf 2015 – Bringing the goals home: https://www.bond.org.uk/resources/bringing-goals-home 2015 – paper on inequality indicators: https://www.bond.org.uk/resources/reducing-inequality 2015 – paper on climate indicators: https://www.bond.org.uk/resources/climate-proofing-goals Ahead of one of the UN General Assembly meetings on the SDGs the UN contacted Bond to ask permission to use the calendar of events it put together to share with civil society globally and encourage participation. (email confirmation available) 	

Appendix 13. Grant expenditure against budget

	TOTAL GRANT CLAIM	Grant budget	Variance
Embedding UK NGO Effectiveness & Transparency			
Programme Management	979,782	817,184	(162,598)
Project Activities	539,285	757,437	218,152
Information & Dissemination	63,991	34,000	(29,991)
Monitoring & Evaluation	72,740	15,000	(57,740)
Capital Expenditure	12,625	13,000	375
Programme support costs	114,569	114,563	(6)
TOTAL	1,782,993	1,751,184	(31,809)
Joint Civil Society Action for EU and Post 2015			
Programme Management	513,769	449,656	(64,113)
Project Activities	296,923	382,664	85,741
Information & Dissemination	34,587	34,000	(587)
Monitoring & Evaluation	10,000	15,000	5,000
Capital Expenditure	13,188	13,000	(188)
Programme support costs	56,647	62,602	5,955
TOTAL	925,114	956,922	31,809
GRAND TOTAL	2,708,107	2,708,107	(0)

Programme Management (*salary costs for staff working on the grant*)

The grant funded the full time equivalent of:

- 6.1 staff working on effectiveness, learning and transparency, comprising contributions towards 17 separate staff
- 3.6 staff working on EU and Post 2015, comprising contributions towards 13 separate staff

Staff allocations were revised periodically, reflecting a combination of (a) choices about areas of work to focus on under the DFID grant; and (b) availability of other funding sources.

There was an overspend on staffing reflecting some intentional refocusing of priorities:

- a decision to increased use of staff as opposed to external consultants – both in terms of economy and in terms of the greater secondary and long-term benefits of ongoing staff engagement, capacity-building and building of Bond’s reputation through its staff (the exception to this is in terms of IT skills and web development: see “information and dissemination” below)
- an increase in Year 2 of the grant in the size of the Membership and Communications Team to improve a range of functions around marketing, events management, web development and external communications, all of which supported delivery of the DFID logframe
- new activities taken on during the grant period such as the Ebola hub and CSPP submission

Project Activities (*most non-salary costs, e.g. consultants, events, travel*)

This budget heading was underspent, correlating to the increased staff costs and lower spending less on consultants, Bond also spent less on some specific areas than planned:

- a slower start than anticipated to the Futures work
- less resource was required than anticipated resources for IATI data usage

- a reprioritisation of work towards emerging issues rather than production of resources

Information and Dissemination (*production of publications and marketing material; web development work*).

There was an overspend on the effectiveness side because:

- more publications were generated than was originally anticipated (e.g. see the list of “new” outputs under Output 1.3.1;
- Bond significantly re-developed and enhanced its website in Year 2 and made much more use of electronic mechanisms for promoting and disseminating content, and this required use of a range of IT consultants rather than in-house staff.

Monitoring and Evaluation

This was under-budgeted and Bond felt that greater investment was required in the generation of learning products (particularly in the form of the INTRAC case study research and the final evaluation of the grant) in order to achieve its commitment to help fill some of the evidence gaps in the effectiveness work. It should be noted that the total evaluation costs were allocated to the effectiveness M&E budget.

Capital expenditure and programme support costs (i.e. overheads)

These were close to the original budgeted amounts.