

PUBLIC SUPPORT  
FOR DEVELOPMENT

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partnerships

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# Public support for development

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 This autumn, we will publish the Bond Strategy for 2011-16 which will layout the future direction of the network. The strategy will be built on the views and ideas of Bond members and over the next three months we will provide opportunities for you to get involved and have your say on how we can unite and strengthen the UK NGO community. We must work closely together on this to plot our future course so that it is a worthy response to the challenges we face. Please take the time to join the discussion. More information is on page 4 and the Bond website.  
 .....

The future success of NGOs and the international development cause relies on a greater public understanding and active support of development. Yet evidence, including that from Bond members, donors and blunt media polls, shows that levels of engagement have been static or falling for over a decade. It is also significant that to date there has been no shared or systematic approach to connect with the public. At a time of recession and with negative stories about aid and climate change featuring regularly in the news, now is the time to collectively address the issue. Articles on pages 6-9 focus on different aspects of this debate and outline current areas of thought and activity.

On page 21, Joni Hillman gets an insiders view of one of the sector's most important and influential funders. She meets Richard Graham, Head of International Grants at Comic Relief, who talks candidly about collaboration, learning, and the importance of relationships and dialogue in the grant-making process. Interestingly, he also touches on the challenge of engaging with the public.

Also in this issue, we continue to look at NGO partnerships with the private sector. Case studies from Bond members highlight the range of collaboration taking place and could provide useful insights and reflections for your organisation. There is also an update on the Bond Effectiveness Programme including the outcomes of the latest meeting and the next steps for members to work together towards development of an NGO effectiveness framework.

Finally, if you are a Bond member you can download this and past issues of *The Networker* from the members' area of the website. Simply log in and go to 'The Networker magazine' link. For more information, or if you would like to contribute to *The Networker*, please contact Jemma Ashman: jashman@bond.org.uk

Nick

**Nick Roseveare**  
 Chief Executive



## About Bond

Bond is the UK membership body for non-governmental organisations working in the international development sector. We promote the exchange of experience, ideas and information and, as the UK's broadest network of international development organisations, provide our members with opportunities to influence change through collective action.

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## About The Networker

*The Networker* is a bi-monthly publication that is sent to all Bond members and subscribers. It offers topical and forward-thinking features and news relevant to the sector, with the aim of inspiring thought, debate and reflection. It is complemented by a monthly e-bulletin, *Your Network*.

## Contributing to The Networker

If you have an idea that you think would be of interest to readers, or if you would like to comment on this issue of *The Networker*, please contact Jemma Ashman, Communications and Marketing Officer: jashman@bond.org.uk

## Publishing and copyright

The views expressed in this publication do not necessarily reflect those of the Bond membership. This issue was edited by Jemma Ashman.

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## Have your say

This autumn, Bond will publish its strategy for 2011-16 which will be built on the views and direction of Bond members.

The consultation will run for 12 weeks from mid-March to mid-June 2010, during which time members will have a number of opportunities to input into the discussions.

- email or post your response to the consultation questions
- fill in your response online
- come along to a consultation event

The events give members the chance to discuss key questions from the consultation. They are designed to be active and participatory and we hope that as many members as possible attend:

- Wednesday 21 April (morning), London
- Thursday 13 May (afternoon), Birmingham:

we encourage members based in the west of the country to attend

- Monday 17 May (afternoon), London: a larger event that will look at some of the findings from the previous events

Full details about the consultation and how to register to attend an event: [bond.org.uk/strategyconsultation](http://bond.org.uk/strategyconsultation)

We have prepared an external environment scan to initiate creative thinking around future challenges which may affect international development:

[bond.org.uk/strategyconsultation](http://bond.org.uk/strategyconsultation)

**The consultation questions are based around the three themes that describe our work:**

### Connect

Bond is a network of over 350 members with many alliances across the UK and

internationally. To maximise our impact we need to look beyond the membership and build partnerships with others working in, and supporting, international development.

### Influence

Bond works in the UK, Europe and internationally to influence decision makers for progressive change on international development issues and so that NGOs can work in a positive regulatory, funding and operating environment. We build alliances which promote and protect civil society space and influence decision making on policy and practice.

### Strengthen

As Bond members, we continually seek to develop and strengthen our capacity, and to create spaces for learning and action, in order to increase our contribution to international development.

## Networking News

### Sustainabilitylive! 2010

Sustainabilitylive! is the UK's largest exhibition for excellence and innovation in the environment, water, energy, land and sustainable business sectors.

The three day event, held in Birmingham on 20-22 April 2010, includes free technical presentations, awards, networking and features programme including high level keynotes, master classes, and seminars.

For more information:

[www.sustainabilitylive.com](http://www.sustainabilitylive.com)

### World Health Day

World Health Day, held on 7 April 2010, will focus on urbanisation and health. The theme was selected in recognition of the effect urbanisation has on our collective health globally and for us all individually. Join the global movement to make cities healthier.

For more information and to download a toolkit for event organisers:

[www.who.int/world-health-day/en](http://www.who.int/world-health-day/en)

### The City Solution: Climate change and transport design

Janette Sadik-Khan, Commissioner of the New York City Department of Transportation, will explain how creative public transport solutions can address the environmental impact of cities and improve the quality of urban life.

**Wednesday 28 April 2010**  
**6.30pm – 8.00pm**  
**LSE, London**

For more information: [events@lse.ac.uk](mailto:events@lse.ac.uk)



### The Guardian International Development Journalism Competition 2010

The competition, which is in its third year, highlights some of the issues facing the developing world which are under-represented by the media. To enter, write a 650-1000 word article on an aspect of global poverty covered by the themes set.

**The deadline is 30 April 2010**

For more information:  
[www.guardian.co.uk/journalismcompetition](http://www.guardian.co.uk/journalismcompetition)

### LSE Department of International Relations public lecture

Will predictions of the demise of the U.S. dollar as an international currency end up just as inaccurate as those that have accompanied major international financial crises since the early 1970s?

**Monday 19 April 2010**  
**12.00pm – 2.00pm**  
**LSE, London**

Speakers: Professor Eric Helleiner, Professor Jonathan Kirshner  
Chair: Dr. Andrew Walter

For more information, email John Sidel:  
[j.t.sidel@lse.ac.uk](mailto:j.t.sidel@lse.ac.uk)

### IDS at the Brighton Festival Fringe 2010



Global poverty after the financial crisis: business as usual or a brighter future? Join a panel of speakers to debate whether this century can be more sustainable and equitable than the last.

**Wednesday 19 May 2010**  
**6.00pm – 7.30pm**  
**Brighton**

For more information on both lectures, contact Charlie Matthews: [c.matthews@ids.ac.uk](mailto:c.matthews@ids.ac.uk)

# Member spotlight

## Book Aid International



• *Sharing library time in Kenya* © Book Aid International

**Book Aid International has a straightforward purpose: to support literacy, education and development in sub-Saharan Africa through increasing access to books.**

Book Aid International believes that books can change lives. Improved literacy and numeracy is vital for poverty reduction, community health and economic development and books for all ages are indispensable in ensuring that literacy can be fostered and maintained. Books also provide essential information which can help people improve their lives, understand the way their society operates and how it can be developed. Yet, in sub-Saharan Africa, books are beyond the reach of most and it is estimated that 153 million adults in the region are functionally illiterate.

Each year, Book Aid International sends 500,000 brand new, carefully selected

### Staff news

Welcome to Vanessa Henegan who joins Bond as Effectiveness Programme Administrator. She will provide support to the Bond Effectiveness Programme.

Thank you and good luck to Matt Morris, Anders Dahlbeck and Clare Palmer who have all recently left Bond. We wish them well for the future.



### Bond launches Leaders series

We are delighted to launch a new series of high level events for chief executives of Bond member organisations. The Leaders Series will tackle important issues and future challenges affecting our organisations and our sector. Full details are available on the website.

books to sub-Saharan Africa and the Occupied Territories of Palestine. The books go to libraries and resource centres in communities, schools and universities, cities, villages, refugee camps and prisons. Working closely with local partners helps ensure that the books we send are appropriate, whilst UK publishers kindly donate new and high quality books. Where we can, we also provide grants to partners to purchase books in local languages and on local issues.

As well as providing books, we also run projects to increase access to books and improve libraries: recent initiatives have included establishing children's corners in libraries in Kenya and Tanzania and setting up health sections in public libraries in a collaborative programme with the Kenya National Library Service and HealthLink Worldwide.

For more information: [info@bookaid.org](mailto:info@bookaid.org)  
[www.bookaid.org](http://www.bookaid.org)



### New members

Welcome to the new members that joined Bond in the February membership round:

- African Development Trust
- Childreach International
- Dawliffe Hall Educational Foundation
- Development of Nations Economy
- Feed the Poor
- Fia Foundation for the Automobile and Society
- Gemin-i.org
- Hand in Hand International
- Human Development Concern for Horn of Africa
- Humanitarian Action for Relief and Development Organisation
- InterClimate Network Ltd
- Intercontinental Charity Organisation
- Islamic Help
- Praxis UK
- Science for Humanity
- Stepping Stones Nigeria
- TechnoServe Europe
- The Topsy Foundation UK
- Tiri-Making Integrity Work
- Women for Women International

Welcome back to:

- Computer Aid International
- International Development Enterprises UK
- Riders for Health



• *Citaia with her 1 year old son, Pemba Metuge, Mozambique* © Pedro Sa Da Bandeira

## Network spotlight

### Mobilising for Malaria

**Mobilising for Malaria (M4M) is an advocacy network supported by GlaxoSmithKline's African Malaria Partnership and led by Malaria Consortium. Created in January 2005, M4M works to raise awareness of malaria in Europe and Africa through supporting civil society and the media. By supporting grassroots advocacy and awareness raising efforts, particularly in the South, it has proven to be a highly successful advocacy model that has resulted in significant progress in Africa.**

M4M functions primarily through National Coalitions against Malaria (in France, Mozambique, Cameroon, and Ethiopia) as well as through a series of smaller advocacy innovation grants (in Africa). The coalitions represent a united voice on malaria and work successfully as vehicles for advancing comprehensive malaria advocacy. They have effective secretariats that proactively engage all members and stakeholders in strategic advocacy planning, outreach and training activities. They also have media coalitions to inspire increased media coverage, undertake parliamentary work, and maintain resource centres. They engage with private and public sector actors and reach out to other health and development-related groups for synergy and maximum impact.

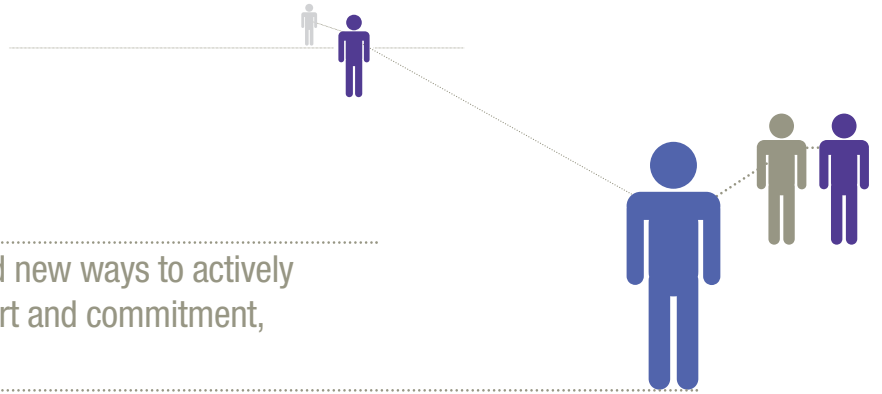
The Innovation Grants are a series of smaller projects which support ideas and partnerships that reach new audiences in creative ways and tackle difficult issues such as equity, transparency and accountability. Audiences include decision makers (national or regional levels), politicians, media, government ministries, international organisations and local leaders. Some are now taking the initiative to establish coalitions themselves, for instance, Congo Brazzaville, Niger, Togo, Central African Republic and Burkina Faso.



For more information: [www.mobilising4malaria.org](http://www.mobilising4malaria.org)



# Turning the tide



NGOs, DFID and the Government must find new ways to actively engage with the public to gain their support and commitment, explains **Glen Tarman**.

**The level and depth of UK public support for NGOs and the cause of international development is fundamental to the future success of effective NGOs and the sector as well as achieving goals on poverty.**

Yet, to date, there has not been a systematic and shared approach to ensuring an optimum long-term environment in which a base of public support underpins a stronger UK NGO community able to deliver more in programmes and political outcomes.

## Research findings

There is a growing body of research evidence from DFID, Bond members, academia and other institutions that tells a story that can inform learning, thinking and action to grow public support.

DFID have run public attitude surveys for over a decade. The latest report, *Public Attitudes Towards Development*, shows that the proportion of the public who are 'very concerned' about poverty in poor countries is 21% – the lowest level in recent records. Apart from a slight uplift in 2005 ('the Make Poverty History effect'), levels of engagement have been static or falling since 1999.

Low levels of public understanding of global poverty remain unchanged over the last 10 years or longer. Evidence shows that most people believe that the causes of poverty are solely internal to poor countries (natural or man-made), with few suspecting they may also relate to developed nations conduct.

## Public views on aid

Aid is particularly subject to misconceptions and public understanding of it remains low, with most people interpreting 'aid' as "donations to charities in response to disasters".

The majority of the public appear to be preoccupied with corruption with most thinking that much of the financial aid to poor countries is wasted. It is the only topic related to global poverty which the mass

public seem happy to talk about, although their understanding is limited.

There is little evidence presently on the impact of the economic downturn on public engagement with global poverty. However, the UK recession is resulting in a need to address transparency and accountability of aid flows.

There is a strong case to prioritise engagement with and understanding of aid, especially given the intensifying of political drivers for public support on development aid spending. However, many thought leaders believe focusing primarily on aid could reinforce negative perceptions if not part of a wider effort to move forward on positive development and justice communications that help build a wider base of support.

## Size matters

The size of the most engaged segment of the public (the 'Active Enthusiasts' in DFID's model) has recently fallen (between 2008 and 2009 from 21% to 16%), while the number of less engaged 'Distracted Individuals' has increased (from 12% to 16%). The data underlines the current ebbing away of public engagement and NGOs will need a more programmatic approach to increase the proportion of the most engaged in the years ahead.

Work on public perceptions to date (particularly in DFID) has mostly been about understanding what people think or believe, and how it is or is not changing. Though attitudes are important, what really matters and requires ongoing research is around practical support: it is actions in the real world that change it.

## Building momentum

In order to build a sense of momentum and achieve a shift in social norms, high-profile techniques are required. NGOs will continue to need to push the UK Government to scale up and refocus its efforts to ensure

political momentum both in the UK and internationally.

DFID and the UK Government will also need to be encouraged to step up support and leadership to create an environment of public action commensurate with the scale of the development challenges up to 2015 and beyond.

Many NGOs will need to continue to improve both their communications practice and their understanding and analysis of audiences. Closer alliances with the creative and media industries as well as progressive business is also needed. Given the maturity of the "giving" marketplace and the fragmentation of channels, new breakthroughs will need to be made in fundraising and marketing. Mainstreaming the use of digital technologies across organisations is also key. Leadership will be critical for ensuring a strong supporter base for organisations and the wider sector.

There is a massive active and interested set of audiences in the UK ready to support NGOs and international development. With the right strategic vision, investment and innovation, NGOs can put public support and active engagement on an upward trend with all the benefits that would bring.

Written by Glen Tarman, Bond Advocacy and Representation Manager.



## Have your say

This year, Bond will publish its strategy for 2011-16 which will be built on the views of Bond members.

One of the consultation questions asks how NGOs could gain more support from the British public. Have your say at [bond.org.uk/strategyconsultation](http://bond.org.uk/strategyconsultation)

# Building public support for development

New research and a coalition of over 200 organisations offer insights into how to strengthen the engagement of the UK public in international development.

**The development agenda is far too important to be left in the hands of politicians and NGOs alone.**

The public has a critical role to play if we are to succeed in creating a more just and sustainable world. In an obvious sense, people in the UK can contribute through donating to NGOs, and of course they are the taxpayers that fund UK Government development efforts. But they can be active in many other ways: by giving their time (volunteering), engaging in advocacy and campaigns (Put People First), through their consumption decisions (buying fair-trade, or switching their bank account to a more ethical provider), and through other lifestyle choices (engaging in ethical tourism).

## DEA research findings

Research undertaken by Development Education Association (DEA), with Ipsos MORI, shows that there are low levels of understanding about global poverty in the UK, and that perceptions are still dominated by the so called 'Live Aid Legacy' which is focused on the Western beneficent giver/developing country grateful receiver, and with little understanding of the structures of poverty. There is a need to move on from this charitable understanding towards one based on fairness and our mutual interdependence. As Martin Kirk says in his article on pages 8-9, the metaphors we use to describe development, become very important.

DEA's new report, *The impact of global learning on public attitudes and behaviours towards international development and sustainability*, shows that those people who have the opportunity to learn and engage with global issues are far more likely to be supportive of UK aid efforts and less than half as likely to see personal action on the environment as pointless. In fact, of those who learnt about poverty since leaving school half (52%) agree that despite the pressure on public finances, the UK should meet its commitment to spend 0.7% of national income on development aid by



• Children learning about global trade and finance in the classroom © Norfolk Education & Action for Development

2013. By contrast, only one in five (20%) of those who have not learnt about global issues since leaving school agree.

## Engaging the public

So how do we provide more people with opportunities to engage with development and learn more about the causes and solutions to global poverty? Government policy obviously has a critical role to play in building a broader understanding of, and engagement with, development issues in the UK.

DFID has done good work on the UK schools agenda and is soon to launch a major programme of support for teachers and schools on development issues. Its 1999 strategy for 'Building Support for Development' envisaged, however, that DFID would go beyond working with schools and seek to engage the whole of the UK public through working with the broad range of civil society, NGOs, universities, trade unions, business and others. On this wider agenda, DFID has been curiously reticent and indeed may be interpreted as recently stepping backwards.



## We must work together

As usual, we cannot wait for Government. To engage the UK public and tap into their support for development (both monetary and non-monetary), we need a wide range of organisations to work together. As a step towards this, DEA, with a coalition of over 200 organisations, recently launched a Global Learning Charter, with signatories committing to engage UK people on global development issues. The Charter notes that "We will meet these challenges through the power and creativity of an engaged public which is open to learning new ways of thinking and responding to a changing world... Catalysing this citizen-led movement requires us all to learn about the global challenges we face, our interdependence and our power to effect change."

This model of education and engagement is one based on development principles of starting from where people are, rather than of 'doing things' to them.

The Charter coalition is very broadly based and includes development and environment NGOs, schools, trade unions, businesses, universities and local authorities. Over the coming year and beyond, it will work to build a real understanding in the UK public of how we can create a more just and sustainable world.

Hetan Shah is Chief Executive of DEA, a membership based organisation seeking to engage and educate the UK public about international development and sustainability.

## Visit [www.dea.org.uk](http://www.dea.org.uk) to:

- Sign the Global Learning Charter
- Download *The impact of global learning on public attitudes and behaviours towards international development and sustainability* report
- Find out more about the DEA

# What's in a frame? How neuroscience might help transform our ambition

Martin Kirk, Head of UK Campaigns at Oxfam GB, provides an insight into why the language of aid, and the metaphors people use to understand it, could hold the key to building public support for development.

Over the last few months, you have probably noticed the way climate sceptics have taken hold of the column inches and airwaves, like some grisly echo from yesteryear, with growing frustration. At some point you may have asked yourself, what's going on here? Why are these people getting so much airplay? You are not against reasoned debate, and you accept that science is as much about what we don't know as what we do, but these few sceptics seem to be punching far above their deserved weight.

I believe there are two reasons why it is happening. The first is that they have been pretty effective media operators. It wasn't good investigative journalism that got it into the mainstream media or has since led it from strength to strength. It was thanks in no small part to a concerted effort – a campaign – of some very smart and very committed people.

The second reason, and the one I really want to talk about, is that the sceptics are effectively activating 'frames'. Whether they consciously understand how they are doing it or are simply reaping the benefits of decades of good frame setting by others is impossible to know without more research. But they are definitely doing it.

I am not going to rehearse the science of frames in detail. Instead I will use a description from one of George Lakoff's book on the subject:

"Frames are mental structures that shape the way we see the world... [t]hey shape the goals we seek, the plans we make, the way we act, and what counts as a good or bad outcome of our actions. They are part of... the "cognitive unconscious" – structures in our brains that we cannot consciously access, but know by their consequences: the way we reason and what counts as common sense"

What is really interesting here is the idea of "structures in our brain". We are not talking about a communications theory so much as scientific learning. Framing isn't propaganda and it's not spin or about words; it's about brain chemistry.

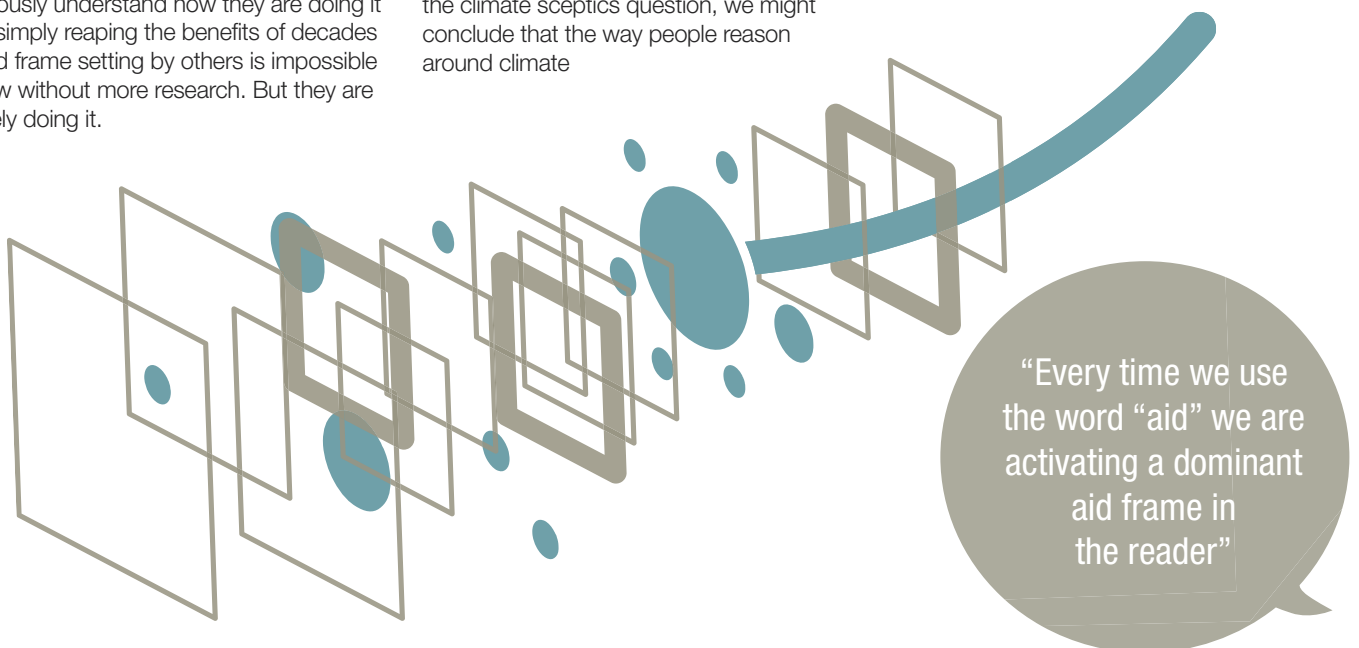
### Applying frames

If we apply a frames way of thinking to the climate sceptics question, we might conclude that the way people reason around climate

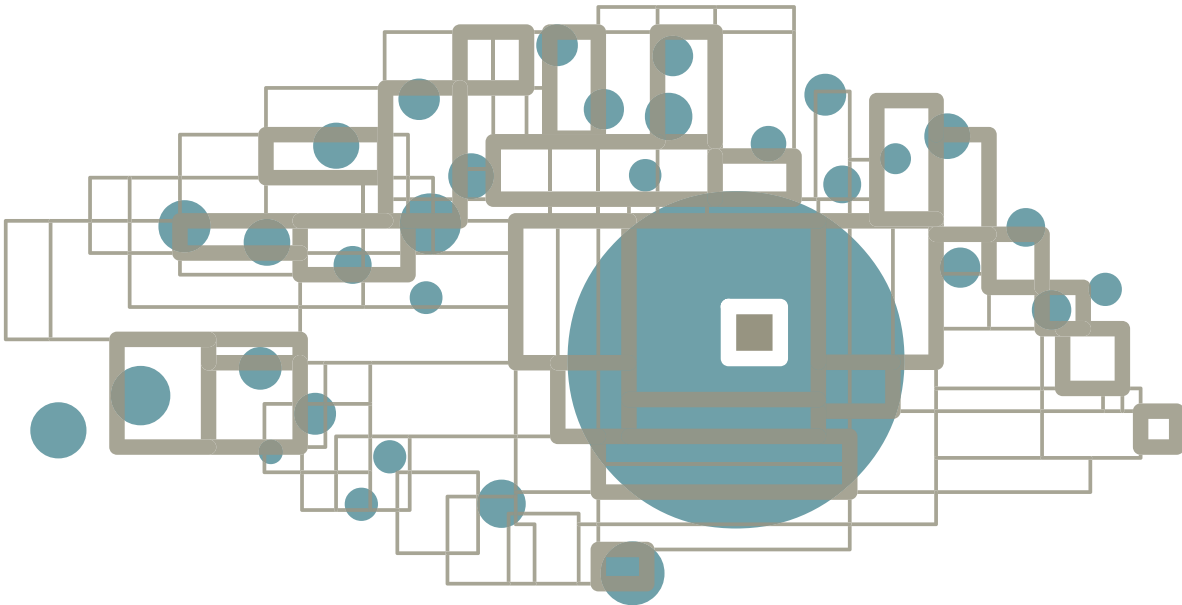
change, and what constitutes "common sense", is consistent with questioning the fundamentals, to the point of discounting the whole notion.

In other words, there is something deep and relatively common in people's way of thinking – in their brains – that means they are susceptible to the idea that climate change science is up for debate and can easily discount the scale of the threat that most scientists, the government and NGOs are talking about; and that means that reasoning this way doesn't run against the grain of their values or beliefs.

If you contrast that with, say, what happened last year when Jan Moir wrote an article that suggested there was a causal moral relationship between Stephen Gately's being gay and his death, the difference is stark.







Jan Moir, in doing only what I'm sure she imagined was a rather innocuous chewing over of her moral truth, sparked an enormous reaction and a genuine sense of outrage.

This may seem an odd comparison to make; the former is about facts and rational understanding, the latter is clearly about morality, which is so much more complex, but that is where a frames approach starts to challenge some of the assumptions that lead us down the wrong path. Neuroscience has shown that all our opinions and beliefs, and our entire relationship to truth is structurally linked to a range of emotional, behavioural and seemingly illogical associations. The way we turn facts into ideas and beliefs into action is dependent on the frames that exist in our brains. Whether it's a question of sexual orientation or of scientific opinion, our brains require a complex collection of references, metaphors and associations to turn crude factual or sensory input into something meaningful. This collection is the frame.

#### The dangers of discounting a frames approach

I've been talking to a lot about frames recently and have found that people tend to have one of two reactions. They either think there is nothing new in it, that it is essentially good marketing or communications practice wrapped up in a slightly nerdy guise or they stop in their tracks and ponder the implications.

The first reaction is entirely understandable and very common. The verb "to frame" is standard fare in communications-speak, after all. We talk about "reframing the debate" and "framing our communications" routinely. The difference between that understanding and this one can be brought to the fore with the question, "what is a frame?". More often than not, people who see nothing new will say something like, "it's about how you use language or words to..."; they go straight back to thinking of it as an action. But

according to the cognitive scientists, a frame is a thing – it isn't a theory or a methodology.

Once people accept that, it becomes something that cannot be ignored. To accept that frames exist and then not consider how they shape our collective fortunes is tantamount to negligence. Even if you don't accept that we have the means to shift dominant social frames, you can't ignore the fact that everything we say and do at the moment is doing something to them.

#### What does this mean for international development?

Every time we use the word "aid" we are activating a dominant aid frame in the reader. Is that the best strategy? How do we know we are not actually further ingraining something powerfully negative? Is the term "aid" itself a millstone around our necks? Perhaps we are the victims of our own success – having spent years getting 0.7% on the agenda, we have in effect made that the dominant frame for global poverty, which is not only reductive but also ties it to all the negativity associated with governments, taxation, and politicians.

#### So now what?

The truth is, we are only just at the beginning of this. We can't say for sure what frames are dominant around international development issues without more research. We need linguists and neuroscientists and cognitive policy experts to help research and analyse our context properly. But the consistently negative opinions that come out through opinion polling on aid, and the relative ease with which confusion around climate change could take hold, strongly suggest that we are at least partially constrained within negative frames. And this means that the social and political space available for positive, progressive, bold action is constrained.

Oxfam is working on these ideas. We don't have any answers yet but we are trying to put some practical meat on the bones of this approach. We are working with WWF and other environment NGOs to look at climate change frames, and we are talking to DFID and some development NGOs about how to better understand and affect development frames. We already know that this way of thinking inevitably leads to some very grand ambitions that will require a concerted effort over time by a large range of actors. You can't shift a frame overnight.

But the current gulf between the levels of support for climate change and development, and the scale of response we know is needed from governments and the public, needs seriously and rapidly addressing. Making sense of a frames approach may just uncover a way to catalyse the transformations we all know we need.

Martin Kirk is Head of UK Campaigns at Oxfam GB.



"The way we turn facts into ideas and beliefs into action is dependent on the frames that exist in our brains."

# Connect Collaborate Contribute

The members' area of the Bond website is a private community space where Bond members can connect with each other, making it easy to share information, learning and expertise. We want to hear what you think so please email your ideas and comments: [webmaster@bond.org.uk](mailto:webmaster@bond.org.uk)

## 01 Getting started

### New users

In three simple steps, members can sign up to the members' area:

1. Go to [bond.org.uk](http://bond.org.uk) and click on the 'New user' link
2. Complete the required fields
3. Log into the members' area using your email and password

### Already signed up?

Go to the website and log in using your email address and password.

### Forgotten your password?

Use the 'forgotten password?' link on the homepage

## 02 Members' home

The members' home page is split into three main sections:

- **News** from Bond
- **Key resources**, including *The Networker* magazine and advanced member directory
- **Recently added member-only pages** to help you find new content easily

### From this page you can also

- Go to the Bond Groups community
- Access the EC Funding Advice Line
- Update your contact details

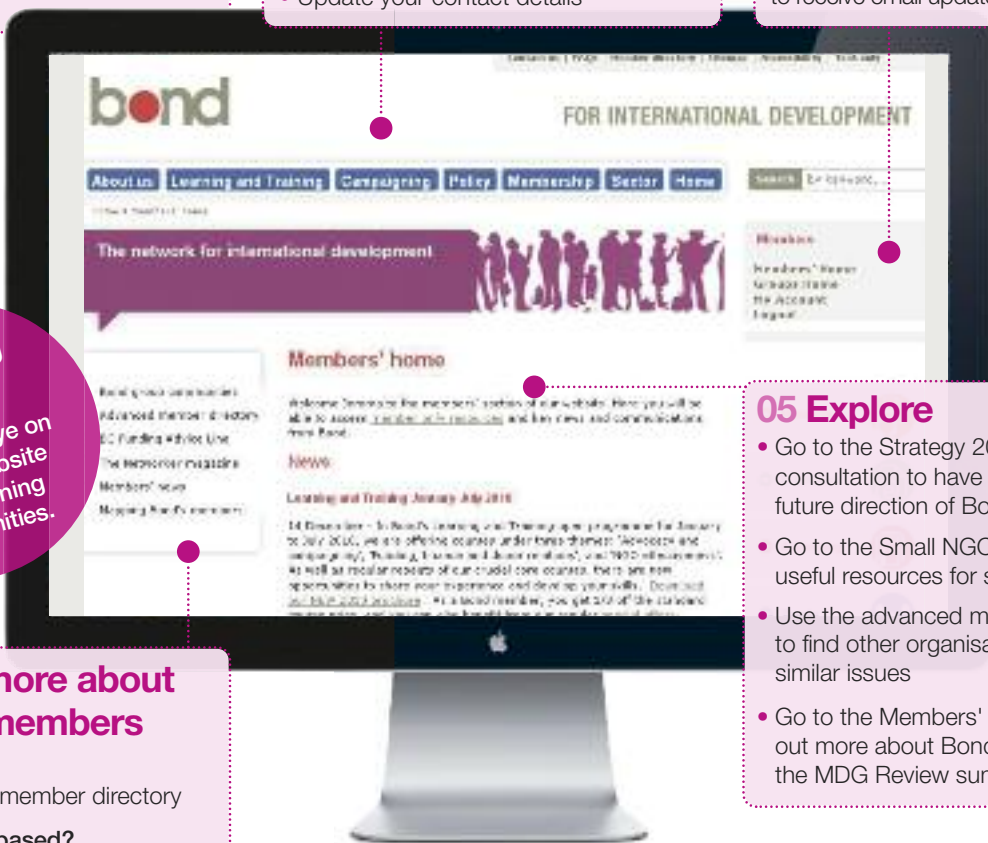
## 03 Bond groups

The member-led Bond groups are a vital part of the network and cover a range of interest areas.

From the Groups home page you can:

- Join as many groups as you like
- See the latest group activity
- Take part in online discussions
- Register for a meeting
- Upload and read relevant documents

Go to Settings to select how often you wish to receive email updates on group activity.



**Coming soon**  
Keep your eye on the website for e-learning opportunities.

## 04 Find out more about other Bond members

### What do they do?

Go to the Advanced member directory

### Where are they based?

Click on 'Mapping Bond's members'

### What are they up to?

Go to Members' news to find the latest updates from Bond members

## 05 Explore

- Go to the Strategy 2011-16 consultation to have your say on the future direction of Bond
- Go to the Small NGOs Group to find useful resources for small NGOs
- Use the advanced members directory to find other organisations working on similar issues
- Go to the Members' home page to find out more about Bond's work ahead of the MDG Review summit

## Did you know?

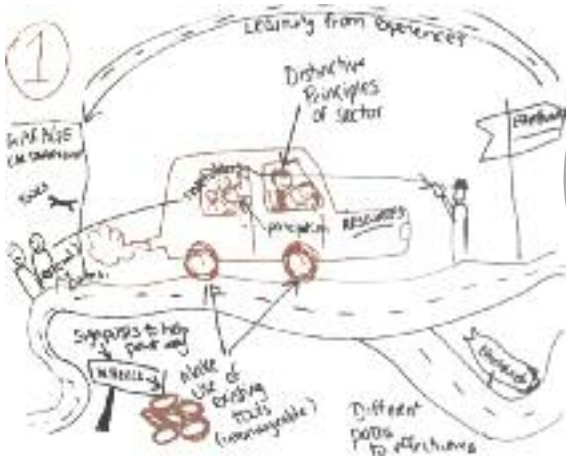
Over 1,100 people have registered for the members' area

78% of members have one or more people registered

Almost 8,800 people have signed up for one or more of our e-bulletins

818 people are a member of one or more of the Bond groups

# Meeting of minds and moving ahead



• A sample of group work on the scope of the effectiveness framework

## Julian Srodecki, Effectiveness Programme Manager, provides an update on recent progress and outlines how you can help define the NGO Effectiveness Framework.

### In February 2010, 40 staff from 30 organisations met to discuss the way forward for a common NGO Effectiveness Framework.

This was a watershed moment for the Effectiveness Programme as it begins to shift from general discussions towards developing content. Most participants valued the journey that we are on, particularly the process so far and opportunities to learn from others. Building on this, we need to all work together to define the framework.

To see a summary report of the event, go to [bond.org.uk/effectiveness](http://bond.org.uk/effectiveness) and the Past meetings and events section.

#### What did the event achieve?

#### A good understanding of the context and need for the NGO Effectiveness Framework

Those newer to discussion felt that the event was a valuable learning and networking exercise. Others felt that it was going over old ground and the debate needs to move on. At this stage differences of opinion are not a bad thing – they help to strengthen our thinking. Bridging this gap and moving forward together will be key to the success of the programme.

#### Proposals for the scope of the framework

A majority of those present were supportive of suggestions to keep the framework simple, involve the field, look at both programme and organisational effectiveness and allow NGOs to

choose their own tools and approaches when using the framework. In the group work, additional themes emerged around empowering beneficiaries, sharing best practice and measuring the value of our contribution. There were also calls to change the incentives driving our work and to develop a common vision of effectiveness and then build on it.

#### Recommendations on the content of the framework and how to take the work forward

Participants made recommendations for content as follows:

- the need to empower and be accountable to beneficiaries
- measuring our results and evidence of change
- organisational learning
- partnerships and relationships with field partners
- best practice and standards and learning

#### What themes emerged during the event?

- The majority of people are positive, particularly about the process, learning and networking opportunities in group work and the experience of the February consultation event.
- There is support for a framework but we need to clarify some things around what it is for and how it fits with donor agendas.

- Facilitation at the event was excellent, but a minority felt that Bond could listen better and be more inclusive when identifying and analysing programme trends.
- The majority want to move forward on content, while a significant minority wanted to finalise work on scope. Differences remain on the details but these need to be worked out in smaller groups.
- Excellent content and new thinking was developed during the event that needs to be incorporated into the programme.

#### How will we go forward?

Small groups will work to develop recommendations on the scope and content of the framework. On 22 June 2010, all members are invited to the next Effectiveness Programme event that will review and move this work forward. Between now and then Bond members can shape the direction of the framework by:

**Joining the Scope Task Group**, a small group that will come together to analyse the products of the last meeting, identify common issues and make recommendations for the final scope of the framework in time for the June meeting.

**Joining the Content Task Group** that will recommend a structure and some headline content of the framework. The group will build on suggestions from the February meeting and make recommendations that will be reviewed in the June meeting.

**Signing up for the 22 June event.** Go to [bond.org.uk/effectiveness](http://bond.org.uk/effectiveness) and click on the Future plans and meetings page.

Bond will support this work by commissioning relevant research and gathering other stakeholder inputs. Other Bond groups, such as the Quality Group will be brought in as appropriate.

“Some good discussions, and good to get so many organisations in one room. I am keen to see what happens next.”

Senior leader of a large NGO

If you are a Bond member and would like to be part of the either task group, e-mail: [ngoeffectiveness@bond.org.uk](mailto:ngoeffectiveness@bond.org.uk) or go to [bond.org.uk/effectiveness](http://bond.org.uk/effectiveness) and click on the Opportunities to get involved page.

# Countdown to the MDGs

With the Millennium Development Goals Review summit just six months away, **Eilidh Macpherson**, Bond MDG Advocacy Officer, looks at how the coming months will shape up.



• In the April Package there will be papers on specific MDGs, including food security © iStockphoto

**The setting of the Millennium Development Goals (MDGs) from the United Nations Millennium Declaration signed by leaders present at the 2000 Millennium summit represents the most significant collective effort ever made by the international community to eradicate extreme poverty.**

Since then, there have been many substantial changes in the global context, including a global economic and financial crisis, a food crisis and accelerated environmental degradation. The severity of the climate crisis has also been increasingly recognised since the MDGs were agreed. Although the dramatic impact of these and other factors could perhaps have not been anticipated in 2000, we must ensure that they do not negate the achievements that have been made so far. Now is a key moment to refocus action to achieve the MDGs and support the poorest in the world.

## MDG Review summit

On 20-22 September 2010 in New York, the UN will hold a summit (High-level Plenary Meeting) reviewing the progress on the MDGs. This summit is a significant moment to build joint advocacy to ensure that the UN and its member states take this opportunity to dramatically re-galvanise their efforts towards the MDGs.

## The EU and the MDGs

The European Union (EU) will be a key player in ensuring good outcomes at the UN MDG Review summit if European governments adopt an ambitious, progressive and coherent approach ahead of, during, and following the summit.

The EU process of agreeing a common position started in the first few months of 2010 with the European Commission (EC) drafting the 'April Package' set of communications. This will then be elaborated by the European Council and agreed at the Foreign Affairs Council (FAC) meetings in May and June and finally adopted by European Heads of States at the European Council meeting in June.

The April Package will be released by the EC in the first half of April and will consist of a number of papers covering the following areas:

- MDGs (general paper)
- financing for development
- aid effectiveness
- aid for trade
- tax governance
- policy coherence for development

In addition, there will be a number of papers on specific MDGs, including: health, education, gender, and food security.

Meanwhile the Development Committee (DEVE) of the European Parliament will be preparing a report on the MDGs to be ready by June.

## Bringing European NGOs together

Bond has been working with CONCORD, the European network that represents 1600

European development NGOs, to bring together NGOs to influence the EU and develop a joint position paper to feed into the EU position at the summit.

The Bond and CONCORD Joint Position Paper on the MDGs (available on the Bond website) sets out civil society asks to the EU, informing the collective position that is being developed over the next few months, and for the summit itself.

The position incorporates both overarching issues such as incorporating a rights based approach, ensuring policy coherence for development and financing for development, as well as specific recommendations on each goal area.

## A global civil society mobilisation

Advocacy on the MDGs will build internationally around the G20 summit taking place back-to-back with the G8 Summit in June 2010 in Canada. Civil society pressure is being directed to place MDGs and development issues high up on the meeting's agenda, and ensure that any decisions are also staging posts to the MDG Review summit.

Across the South, NGOs and others in civil society are organising for MDG Breakthrough Plans at a country, regional level and global level.

A week ahead of world leaders gathering at the MDG Review summit, the demands of citizens across the world will be made clear through the "Stand Up 2010" mobilisation from 17-19 September. All kinds of actions will take place over these three days, including, on 18 September, a day of action to 'Make a Noise for the MDGs'. This mobilisation is happening under the Global Call to Action Against Poverty (GCAAP) in partnership with the UN Millennium Campaign.

Written by Eilidh Macpherson, Bond MDG Advocacy Officer.

To find out more about what Bond is doing ahead of the UN MDG Review summit please email: [advocacy@bond.org.uk](mailto:advocacy@bond.org.uk)

Go to the Policy page on the website to read the Bond/CONCORD joint position paper: [bond.org.uk/pages/mdgs.html](http://bond.org.uk/pages/mdgs.html)



# Health Systems Strengthening and the MDGs

To mark World Malaria Day on 25 April, Malaria Consortium considers the importance of Health Systems Strengthening in the developing world to fight public health issues and achieve the Millennium Development Goals.

**There is a growing consensus among Northern NGOs that if the health-related Millennium Development Goals (MDGs) are to be met, international donors and institutions urgently need to improve and strengthen health systems. While this is a commendable and appropriate strategy, it is imperative that it is informed by strong evidence of what works in the field.**

## Inadequate health systems impede the MDGs

In Ethiopia, the health system is characterised by limited and inequitably distributed services, most of which are poor quality with limited human resources. Staff often lack vital skills and have to work with a poor infrastructure and underperforming or non-existent health information systems. These common problems mean many health systems are not well positioned to respond to the rapid scale-up of services that is needed to meet the health MDGs. If nations are to begin to fully utilise many of the effective and available interventions for prevention and treatment, their health systems need to be supported by rigorous and sustainable Health Systems Strengthening (HSS) programmes.

## Towards a health system framework

A properly functioning health system should be one that consists of all organisations, people and actions whose primary intent is to promote, restore or maintain health. It should be based on the World Health Organisation (WHO) framework of six essential building blocks: service delivery, health workforce,



• There is need for an integrated approach between vertical programs, such as those for malaria and other childhood illnesses © William Daniels

information, medical products, financing, and leadership and governance.

Currently, the World Bank, GAVI Alliance, Global Fund and WHO are working together on a Joint Programming and Funding Platform for HSS with the aim of making the global health architecture more effective, as well as to harmonise approaches. While this initiative is welcome, caution is urged regarding governance structure and the inclusion of competent agencies at leadership level. Clear consultation procedures and adequate provision for engagement by Southern ministries of health and civil society is critical.

## HSS on the ground

Malaria Consortium's involvement in HSS is embedded in many of its project activities. An Irish-Aid funded HSS project in Uganda, Mozambique, Ethiopia and Zambia works in partnership with all the ministries of health through a range of activities targeting the six health systems functions as outlined by WHO. In Zambia, we have successfully pioneered the creation of district-level public/private health Malaria Task Forces, which are made up of a broad range of stakeholders. They receive training to coordinate, plan, implement, advocate, monitor and evaluate malaria in their communities, in collaboration with the District Health Management Team. Their broad base has meant they have been able to mobilise financial, material, technical and moral support for malaria implementation. In Ethiopia, Malaria Consortium supports the establishment of a health information management system (HMIS) including provision of IT, training on computer applications and HMIS reform.

With the myriad and pervasive problems confronting national health systems in the developing world, it is understandable if HSS is perceived to be too hard a row to hoe by NGOs. Many genuinely plan to play a part in HSS but in reality it isn't easy to choose which elements to support when the success of one intervention seems closely dependent on everything else already being in place.



• In a health centre in rural Zambia a worker plots malaria incidence, which will allow him to assess needs and services in his community © Malaria Consortium

## Supporting progress towards HSS

Sustainable financing to build the long term capacity of health workers and produce measurable outcomes and results is vitally important. Donors and NGOs need to increase their support to sub-national institutions and encourage national policy champions for HSS to achieve country buy-in at all levels.

Particular attention should be given to certain activities for investment and scale up by donors and NGOs that are often neglected including:

- improving dissemination of HSS best practise for replication
- training and adequate support for and supervision of health workers
- improving transport infrastructure
- strengthening electronic-based health management information systems
- strengthening clinical audit systems to enhance quality of care

Malaria Consortium's experience has highlighted the need for an integrated approach by donors and NGOs between vertical programmes, such as those for malaria and other childhood illnesses and maternal and child health.

In-depth lessons-learned reports will be available soon: [www.malariaconsortium.org](http://www.malariaconsortium.org)



# An enterprising solution

In the last issue of *The Networker*, **Tim Bishop** at CARE UK outlined the benefits, challenges and risks of NGO-private sector partnerships. Many members responded with details of their own collaborations. Here, BRAC takes forward the debate by drawing on their involvement in social enterprise and with the private sector.

**BRAC is a development organisation that prides itself on being an initiator and catalyst for many innovations and change.**

Over the course of its evolution, BRAC has become an established pioneer in recognising and tackling the different dimensions of poverty through economic and social development, health, education, human rights and legal services, as well as disaster management.

BRAC employs 120,000 people, the majority of whom are women, and reaches more than 110 million people in Asia and Africa.

## Social enterprise

A social enterprise does not pursue profit exclusively. Instead, it looks for the 'triple bottom line' – profit, people and planet – that must be considered if the business is to be judged a success. BRAC's social enterprises have evolved to support its core programmes. They enable BRAC to attain its vision and mission by sustaining the development interventions and creating job opportunities that contribute to poverty alleviation.

Social enterprises have enabled BRAC to be 73% self-sufficient in Bangladesh. The enterprises have combined sales of US\$96 million and a total net surplus of US\$8.5 million.

BRAC Enterprises run somewhere between profit-seeking organisations and social organisations dedicated to serving social objectives. The stakeholders are not shareholders, but the millions of deprived and disenfranchised poor of the country. This is a unique model of corporate social responsibility.

## Social enterprise in action

BRAC social enterprises work across a broad range of categories from retail to agriculture, renewable energy to printers and packaging. Some examples include:

- **Aarong:** a unique heritage brand for clothing, accessories and home decor products. It promotes local crafts, employs 65,000 artisans and in 2008 earned US\$35.2 million in sales.
- **Vegetable marketing programme:** farmers are provided technical assistance in the production of certain crops and arrangements made for packaging and transportation to whole-sellers in Europe.
- **Tea estates:** set up as income-generating concerns, they employ 3,000 workers. Surplus income is diverted to development programmes.

## Working with the private sector

BRAC works with the private sector globally. In the UK, we have received funding from Citigroup and Petrofac for a money management project in Tower Hamlets and a non-formal primary education project in Southern Sudan. We have also received pro bono services for legal advice, development of our business plan and facilitation of sessions.

Volunteers from the private sector join our projects to provide support for activities in schools and development awareness, as well as work with the BRAC UK team in its office. British-Bangladeshi professionals also volunteer to work with BRAC in Bangladesh. On occasion we also receive sponsorship from companies for community and other events. Further afield, loans for BRAC's micro finance programmes in Asia and Africa have been

secured by the private sector and private loans secured to invest in the programme.

BRAC has co-founded the Global Alliance for Banking on Values (GABV) an independent network of 11 sustainable banks from Asia and Latin America. GABV uses finance to deliver sustainable development instruments for seven million unserved people in 20 countries.

BRAC is also a member of the Clinton Global Initiative that turns ideas into action through collaborations between governments, the private sector, NGOs and global leaders.

## Looking to the future

The way forward for the international NGO community is to think out of the box with regard to social enterprise and working with the private sector. Given the world economy of today, NGOs must be bold about future sustainability. Opportunities include those outlined above such as investing in social enterprises, partnering with the private sector for income generation (business), joining hands with the private sector to influence government policy or by creating combinations of alliances that benefit the most disadvantaged of the world.

We can no longer bury our heads in the sand in the hope that grants for international development will continue to be available from government sources. We cannot work in isolation, but must work boldly in innovative collaboration.

Written by Sandra Kabir, Executive Director at BRAC UK. For more information: [www.bracuk.net](http://www.bracuk.net)

Go to the Resources section of the Bond website to read case studies of BRAC's work: [bond.org.uk](http://bond.org.uk)

# UK General Election action checklist

With just weeks to go before the UK General Election, organisations are working to ensure that international development is firmly on the political agenda.

**We will assist every Bond member that wishes to press for positive change for the world's poor – how ever much or little your organisation would like to engage.**

The centre-piece of this is [voteglobal.org.uk](http://voteglobal.org.uk) featuring a map of development-related hustings, guidance on contacting candidates, Q and As on the *Vote Global* manifesto, and tricky questions to ask candidates when they knock on doors.

## Election action checklist

- If you have not done so already, join the 150 organisations that have endorsed the *Vote Global* manifesto by emailing [advocacy@bond.org.uk](mailto:advocacy@bond.org.uk)
- Email your supporters asking them to visit [voteglobal.org.uk](http://voteglobal.org.uk)

- Organise a hustings or other election related events, and upload it to the map on the [voteglobal.org.uk](http://voteglobal.org.uk) website.
- Meet with political parties or local candidates to tell them about your organisation and present them with copies of the *Vote Global* manifesto
- Blog about the General Election, or provide a guest blog for the *Vote Global* website
- Tweet about [voteglobal.org.uk](http://voteglobal.org.uk) and what candidates are saying about global poverty, using the hashtags #VoteGlobal and #worldpoverty, especially on the 'World Poverty Day', when all parties have pledged to debate international development

## Resources available to Bond members:

- A policy comparison on international development
- Copies of the *Vote Global* manifesto
- A toolkit for local activists that you can pass on or adapt
- Lobbying advice from the Bond Advocacy and Representation team

If you have any questions about policy and lobbying please contact Elvira Kanichay, Bond Network Policy Officer: [ekanichay@bond.org.uk](mailto:ekanichay@bond.org.uk)

If you have any questions about campaigning, or wish to profile your organisation's work on the *Vote Global* website, please email Tim Gee, Bond Campaigns Communications Officer: [tgee@bond.org.uk](mailto:tgee@bond.org.uk)



## Stand up for Women

When world leaders gather at the United Nations for the Millennium Development Goals (MDGs) Review Summit in September, the voices of their citizens will follow them.

The demands and expectations of people across continents and countries, made visible and audible throughout 2010, will culminate in the Stand Up 2010 mobilisation from 17-19 September.

All kinds of actions will take place over these three days, and on 18 September, people all over the world will come together to 'Make a Noise for the MDGs'.

Examples of noise-making include citizens gathering in a public space to bang spoons on metal plates as a way of illustrating hunger, church groups and temples arranging for bells to be rung at the same time on that date in cities across their country and musicians coming together to play their instruments in innovative locations.

In the UK, a gender focussed action is being developed.

To find out more or get involved, please email: [campaigns@bond.org.uk](mailto:campaigns@bond.org.uk)

## Bond supports Robin Hood Tax for world's poor

Bond is supporting the campaign for a global Financial Transactions Tax, or "Robin Hood" Tax, on international financial transactions. Under the proposals, a levy of 0.05% on each transaction could raise £250 billion every year for tackling poverty and climate change.

So far, the campaign has won the support of 80 campaigning organisations, including many Bond members, 350 economists and 130,000 Facebook followers.

More than 100 UK MPs have signed an Early Day Motion supporting the idea, and the European Parliament recently voted overwhelmingly in favour of a financial transactions tax; 536 MEPs voted in favour and only 80 voted against – principally the European Conservatives and Reformists group of which the UK Conservatives are a member.

Innovative financing for development forms a key part of the *Vote Global* manifesto, the basis of Bond advocacy ahead of the 2010 General Election.



To join the campaign, email [otudor@tuc.org.uk](mailto:otudor@tuc.org.uk)



# Partnerships in practice

Bond members WaterAid and World in Need share their experience of working with the private sector.

"Charities and NGOs are constantly looking for new ways to make people aware of the issues they are trying to solve. Putting information into its geographical context makes it possible to show the complexity and the effect of the work of organisations such as WaterAid."

Rebecca Moore, Head of Earth Outreach at Google

## WaterAid partners with Google Earth

**WaterAid has been working with Google Earth and its global awareness layer for the past couple of years and was one of the first international NGOs to partner with them.**

It potentially allows millions of people – from supporters to policy makers to governments – to learn more about crucial water and sanitation issues in the countries where WaterAid works and helps us to highlight how these issues threaten the lives and livelihoods of millions across the world on a daily basis. As a global platform, Google Earth's outreach programme gives us the opportunity to connect with a new audience; one that may not be specifically looking for information about our work but who stumble across it by chance.

Google prides itself on its technology-driven philanthropy so pairing up with WaterAid is an obvious win-win partnership. Using the global awareness layer could not be easier,

simply log on to Google Earth, navigate your way to the awareness layers and then click on the relevant NGO. In WaterAid's case, you will see a selection of our projects from across the developing world with background information and case studies.

It took us a few months to pull all the information together for Google and one of our main challenges was to be able to accurately map actual locations but now that it has been up and running for some time, we are looking to refresh our content and expand it to cover the new countries that we will start working in over the next few years.

We promoted the tool extensively when it first became operational and as well as raising awareness of the global water and sanitation crisis with a whole new audience, we received positive media coverage in publications we would not ordinarily appear in such as the technology press.

© WaterAid/Marco Berti



For more information: [www.wateraid.org/earth.google.com/outreach/index.html](http://www.wateraid.org/earth.google.com/outreach/index.html)

## World in Need uses Business Network International

**World in Need seeks to empower people in the developing world, helping them to help themselves.**

We joined Business Network International (BNI), a member organisation that provides a space for local business people to network, learn new marketing skills and develop the strong personal relationships, in February 2009. Our main aim was to make fresh contacts, especially as we are a small organisation. We have gained a lot of support from our relationship with BNI.

Contacts made through BNI have sponsored feeding programmes in schools in Africa and Pakistan, supplied desks for schools and donated goods. Technical support has also been given.

Widows in Afghanistan make carpets which World in Need ship to the UK for sale, giving the widows a decent income. Maria Gandara Auctions, one of our new contacts, help us to sell these. Other BNI members offer corporate sponsorship,

give an annual percentage of profits and pay to participate in fund raising events.

One member gave a seminar on fitness exercise to raise funds for us, and another member helped us make a Youtube advert. Media 2010 gives us free advice on publicity and media. We had help with business plans, new business start up, tax planning, computer repairs, software development, even photography training. BNI sponsor our participation in the annual 10K run and some BNI members are busy getting fit so they can run in this as well.

We have received help with spreadsheets, making display banners, talks with our staff and other contacts, and the weekly breakfast meeting provides a golden opportunity to network.

So far, the benefits gained have been well worth the joining fee.

For more information: [www.worldinneed.co.uk](http://www.worldinneed.co.uk)  
[www.bni-europe.com/uk](http://www.bni-europe.com/uk)





# Lobbying on impact of counter-terrorism laws shows some success

**Bond has been working closely with other NGOs in Europe to ensure that the European Commission and Council of Ministers protect human rights and civil liberties when working to prevent terrorism.**

NGOs and campaigners held a meeting with MEPs and Commission officials in December 2009 to discuss the impact of counter-terror laws on their work. The process of listing individuals and groups as terrorists is of particular concern as it does not allow for sufficient legal challenge and can block necessary humanitarian and development efforts. Concerned MEPs agreed to raise the issues in the European Parliament.

Also in late 2009, the Swedish Presidency of the EU called for new European legislation on charities and terrorist financing. This would have meant an increased burden on international development NGOs, which in

the UK are already heavily regulated by the Charity Commission, and could further have impeded NGOs' work in areas where terrorist groups are perceived to be active. However, intensive lobbying by an ad hoc coalition of six civil society groups, including Bond, meant that the proposal was dropped.

The years of campaigning and awareness-raising by many organisations around the world seem to be having some impact. In response to criticisms by some governments and human rights advocates, the UN Security Council passed a resolution in December 2009 improving its terrorist listing procedures.

In the US, a legal challenge is underway on whether an NGO's peacebuilding work with a terrorist group should count as giving illegal 'material support' to terrorism, claiming that this violates the constitutional right to free speech. There is also hope

that the new administration will mean an improved approach on the wider security and development agenda.

Meanwhile, in the UK a Supreme Court judgment has criticised the UK's asset freezing procedures for not allowing parliamentary scrutiny of decisions that infringe individuals' fundamental rights. The Charity Commission is also continuing its gradual roll-out of its on-line toolkit, Protecting Charities from Harm, and it is keen to receive input from the charity sector.

#### Get involved

If you would like to get involved with lobbying to ensure that the work of NGOs can continue despite national and international security concerns, join the Bond Conflict Policy Group.

Go to [bond.org.uk/groups](http://bond.org.uk/groups) or log into the members' area and go to the 'Groups home' page.



## MPs back NGOs' calls for changes to libel laws

**Some advances look likely for NGOs' freedom to publish campaigning material after the Parliamentary committee that has been investigating UK libel and privacy laws released its report in February 2010.**

Bond made a submission to the inquiry, arguing that NGOs should be able to publish evidence on wrongdoing by individuals and corporations without fear of being sued in the courts for abuse of privacy or libel. Bond put the case for legislative reform in order to deter litigants from taking such cases to court in the first place, and also for limits on legal fees and financial penalties for defendants.

Some of the report's recommendations go part of the way to meeting these demands. The committee proposes that additional hurdles are put in place to deter litigants from overseas bringing cases in the UK, and that the burden of proof in defamation actions be placed on the company bringing the action. In such a case, the company would have to prove that it had suffered actual damage to its reputation due to

the actions of the NGO in making information public.

The committee recommends reducing legal costs in libel cases. Global Witness, a Bond member, gave oral evidence to the inquiry highlighting the chilling effect that fear of these costs had on NGOs' work. Mention is also made of the public interest served by NGOs' reporting, and the need to safeguard this. The committee proposes that the Government consults on the creation of a specific statutory "responsible journalism defence" in libel cases "to protect serious, investigative journalism and the important work undertaken by NGOs".

Privacy campaigners had argued that a publisher should be obliged to notify the individuals mentioned in any reports of its material before publication, which Global Witness had claimed would be both difficult and potentially dangerous. Fortunately the committee does not recommend this change.



However, the recommendations are not specific enough to fully safeguard the rights of NGOs to carry out their campaigning work. Continuing pressure will be needed on the Government to ensure that the committee's proposals are put into practice.

For background on these issues and more, go to the 'Law and regulation' in the Sector section of the website: [bond.org.uk/sector](http://bond.org.uk/sector)



# Latin America

## a new vision for development



Most analysts agree that Latin America has done pretty well over the past decade, so what can other regions learn from its experience?

• Graciela Surco Vargas is 62 has seen how much of difference the universal state pension has made to people over 60 in Bolivia © Christian Aid/Hannah Richards

**Growth rates, commodity exports and foreign investment levels have all increased, and while the global economic crisis has interrupted progress, it is recognised that the region is well placed to deal with the challenges.**

Equally interesting is the significant progress made in reducing poverty in the region, a trend which is mainly down to the progress made by a handful of countries including Brazil, Venezuela and Bolivia. What is Latin America getting right?

### Social protection programmes

There has certainly been a sea change in policies, driven largely by progressive governments elected on pro-poor platforms and willing to take more creative approaches to counter the past excesses of neo-liberalism. This has mainly been seen in the expansive social protection programmes and in increases in social spending.

Bolivia, for example, reformed its oil and gas industry, revamping its taxation regime to give the government an inflow of millions of dollars to dedicate to new social protection programmes, including a universal pension and universal school attendance grants. The decision to reform hydrocarbons taxes most certainly came about due to years of mobilisation and protest by Bolivia's indigenous and popular social movements.

Ecuador has seen similar activist social movements and the new government has emerged willing to champion some of their aspirations, including a huge increase in health care spending and the size of the cash transfer programme to poor households. Innovative measures were used to achieve this including a successful \$3.2 billion debt default which freed up important resources for social spending without

significantly affecting the country's international credit rating.

Brazil has channelled funds into an array of new social protection programmes including the Bolsa Familia programme which has contributed significantly to big reductions in poverty and malnutrition; by early 2007, one quarter of the country's population had benefited from the programme.

### Climate change

With Peru the third country in the world most affected by climate change due to water scarcity and the fate of the Amazon a hugely important issue, Latin America is carving out a prominent role in climate change analysis and response. Social movements have responded energetically with the first region-wide climate change summit taking place in October 2009. The Bolivian president is planning a new climate change conference in April 2010.

### Influence of indigenous movements

A key area to watch is how the principles of 'indigenous cosmivision' are being translated into political thinking in the region. Bolivia's indigenous movements have repeatedly called for development policies to reflect the core concept of 'living well' before growth and this is increasingly being taken up by the Bolivian government. The West is far behind the thinking and activism in South America.

### Structural problems remain

There are still serious frustrations regarding development and poverty reduction; Central America is in crisis and there are 'stragglers' in South America including Peru and Colombia. Even in the more 'progressive' countries old structural problems remain.

Tax reform is one of the best indicators of how far the region has to go and Latin America's tax policies are woeful. Tax collection levels are one of the worst in the world and there are few signs of any genuine attempts to transform tax policy, though it is climbing back up the agenda due to the impact of the global economic recession.

### Leading by example

Despite these challenges, the world is taking note of what can be achieved when progressive governments attempt to rein in the most deleterious effects of capitalism and to re-orient policies to ensure a minimum level of protection and support for the poor.

Conditional cash transfer programmes have become a model for the rest of the developing world but it should not stop there. Ecuador's invitation to international observers to sit on a debt tribunal – and to conduct an audit to establish the legitimacy of the country's debt – was a world first. This approach should interest other developing countries including the Philippines and Bangladesh where such a strategy could have a huge impact on people's lives.

There is no doubt that other regions and development experts would be wise to keep an eye on Latin America.

Adapted from an article written by Claire Kumar, Christian Aid.

The Bond Latin America and Caribbean Group raise awareness about poverty, inequalities and other development issues and engages in policy influencing and advocacy work.

Go to [www.bond.org.uk/groups](http://www.bond.org.uk/groups) or log into the members' area for more information.



# Group spotlight

## Quality Group

How does your organisation make sure that your work is consistently as good as it should be? What are the best management techniques in the sector and how can they be adapted?

The Bond Quality Group helps NGOs develop practical ways of managing the quality of their work. We support NGOs' own initiatives by sharing experiences between them.

We bring together a commitment to participation and partnership on the one hand, with a recognition of the needs of senior managers and donors on the other. Our work is about finding the common ground between good practice at the field level, or in advocacy work, and effective management systems. We also work closely with the Bond Effectiveness Programme. Recent meetings include:

### Working with Southern partners

How can UK NGOs develop supportive and effective partnerships? How do managers know if partnerships are working well?

At the meeting, we discussed two practical approaches. One was the new *Barefoot Guide to Working with Organisations and Social Change*. It presents tried and tested approaches and activities. The other was a method of getting structured, independent feedback from partners about their views of UK NGOs, and using it as performance data to strengthen relationships.

### Logframe debate

We brought together leading commentators, including Robert Chambers and Rick Davies, and representatives from DFID and NGOs to debate whether the logframe is the right tool to manage most NGO work.

An impassioned debate drew on a wide range of evidence. At the end, 63% of participants votes against the motion, 30% in favour and 2% abstained.

## Group meetings

### Organisational learning Group

Thursday 22 April 2010  
10:30am – 12:30pm

### UK Water Network

Thursday 29 April 2010  
9.30am – 1.00pm

To find out more or to attend either of these meetings, login to the members' area and go to the relevant group page: [bond.org.uk/groups.php](http://bond.org.uk/groups.php)



• A meeting of community health workers © Giacomo PirozziRichards

Other meetings have included discussion of management methods like Outcome Mapping, ActionAid's ALPS (including a review of its actual implementation) and using feedback to measure empowerment.

### Get involved

Sign up to the group:  
[bond.org.uk/groups.php](http://bond.org.uk/groups.php)

See notes from our previous work:  
<http://quality.bond.org.uk>

Come to the next meeting:

- 20 April 2010: CAFOD's advocacy monitoring approach, highlighted during DFID's recent review of reporting
- June 2010: Tearfund's work on complaints mechanisms
- Other topics: Managing qualitative data, the Outcomes Star, and others
- Let us know what you would like to discuss

We also act as a community of practice, facilitating dialogue for the Bond Effective Programme. Come along to find out more about the programme and help shape it.

For more information: [bond.org.uk/groups.php](http://bond.org.uk/groups.php)  
Bond members need to log in.



## Conflict policy group discuss aid and conflict

On 25 February, the Bond Conflict Policy Group, supported by the UK Aid Network, organised a roundtable on the use of UK aid in conflict-affected countries. This was the first event in a series of policy discussions being organised by the Conflict Policy Group.

The workshop began by exploring OECD rules about what kind of spending can legitimately be counted as Official Development Assistance – an area it was agreed requires more attention from NGOs – and how conflict issues are affecting UK aid allocations across countries.

Saferworld, International Alert and CARE gave presentations to inform discussions on appropriate roles for ministries other than DFID on conflict and recent related policy proposals. Participants noted how Afghanistan and wider conflict environments need to be approached differently, and the need to engage in careful, challenging and informed debate on recent proposals as they develop.

The next in this series of roundtables – open to all Bond members – will be held at NCVO on 13 April 2010. It will look at some of DFID's specific commitments around working in conflict-affected countries.

Full details will be on the Groups page of the website in due course: [bond.org.uk/groups.php](http://bond.org.uk/groups.php)  
Alternatively, contact Tom Donnelly for more information: [ttonnelly@saferworld.org.uk](mailto:ttonnelly@saferworld.org.uk)

## Highlights from the Bond Small NGOs event

On 25 February, Bond hosted a special event for small members, bringing together 42 representatives to network, and learn from each other.

Expert speakers gave sessions on eight topics related to the effective running of a small NGO ranging from governance, accounting and financial management to volunteering and IT support.

The Directory of Social Change shared details of their Trustfunding website, including a special subscription discount of £95 for small Bond members. For more information on this please visit: [www.dsc.org.uk/Publications/FundingWebsites](http://www.dsc.org.uk/Publications/FundingWebsites)

All the presentations and handouts from the event have now been uploaded in the Small NGOs online community space on our website. Please login to the members' area and click on Small NGOs group link: [bond.org.uk/groups.php](http://bond.org.uk/groups.php)



UK

### UK General Election

The upcoming General Election will be highly contested and a high turn over of new MPs is expected.

The main political parties have pledged that the election will feature a 'World Poverty Day' when they will debate international development issues. Please use the opportunity to respond to statements by tweeting with the hashtags #voteglobal and #worldpoverty.

For more information on the election campaign and how to get involved, go to Campaigning News on page 15 or [bond.org.uk/election](http://bond.org.uk/election)

To find the nearest poverty-focussed election event to you, or to upload your own, go to [www.voteglobal.org.uk](http://www.voteglobal.org.uk)

### Draft legislation on 0.7

In January 2010, Secretary of State, Douglas Alexander, introduced the International Development (Official Development Assistance Target) Bill; a draft bill for enshrining in law the target of 0.7% of GNI as aid. This was one of the key recommendations in a joint Bond submission to the Government's White Paper consultation in 2009.

Bond, along with many of its members and the UK Aid Network (UKAN), made submissions to an International Development Committee consultation on the draft bill. Whilst the bill is not expected to go through Parliament before the General Election, pressure will continue for the legislation.

For more information, go to the UK Aid Network website: [www.ukan.org.uk](http://www.ukan.org.uk)

### Draft legislation on vulture fund

A single Conservative MP has effectively killed the The Debt Relief (Developing Countries) Private Members Bill, despite its support from the three major parties.

Earlier in the debate, Conservative backbencher Christopher Chope had attempted to filibuster the bill by speaking for over an hour on the subject of sunbeds. At the Bill's second reading, Chope had declared that action on Vulture Funds could contravene the human rights of investors.

Ask your supporters to take action: [www.jubileedebtcampaign.org.uk](http://www.jubileedebtcampaign.org.uk)



EU

### Foreign Affairs Council meeting

10 May 2010

The Foreign Affairs Council (FAC) meeting on 10 May will have an initial discussion on the European Union's position for the UN Millennium Development Goals Review Summit in September.

The position will be discussed further in the second FAC meeting on 14 June and will finally be adopted by European Heads of States at the European Council meeting on 17-18 June.

For more information, go to the Spanish Presidency website: [www.eu2010.es](http://www.eu2010.es)

Together with the European platform CONCORD, Bond has launched its position paper on European Civil Society Recommendations for the UN MDG Review Summit in September.

The paper is available on the 'Policy' page of the website. Bond members can access more information by going to the members' area of the website.



### European External Action Service papers

Following the release of the draft proposal prepared by the High Representative for Foreign Affairs and Security Policy, Catherine Ashton, the European Council, the Commission and the European Parliament will agree the structure of the European External Action Service during April 2010.

The discussion is particularly relevant for the development community as it will include division of responsibility between the External Action Service and the European Commission on development policy and implementation, and control over the financial instruments for development such as the European Development Fund and the Development Cooperation Instrument.

Visit the website for more information: [bond.org.uk/pages/eu-reform.html](http://bond.org.uk/pages/eu-reform.html)



International



© Giacomo Pirozzi

### OECD Development Assistance Committee to publish provisional Official Development Assistance figures for 2009

In April 2010, the OECD Development Assistance Committee (DAC) is expected to publish the provisional Official Development Assistance figures for 2009 in early April. These figures will give an indication of how donor countries kept up their aid promises despite an international financial and economic crises and how donors will meet Gleneagles and European targets for 2010.

According to recent OECD DAC estimates, aid to developing countries in 2010 will increase in dollar terms by 35% compared to aid levels in 2004. Yet, this will still be much less than the world's major aid donors promised five years ago at the Gleneagles G8 Summit. Several large donors, including France, Germany and Italy, will fall short of achieving their commitments.

For more information, visit the UK Aid Network website: [www.ukan.org.uk](http://www.ukan.org.uk)

### G8/G20 process

Several G8 and G20 related meetings will take place in April and May 2010 including a G8 Development Ministers Meeting (26-28 April) and a G20 Sherpa meeting (May).

As chair of the G8, the Canadian Government has put commitments on maternal and child health high on the G8 agenda. Yet the upcoming G8/G20 summits also expect to discuss the future of the G8 and how the development agenda should be included in the G20 agenda.

Bretton Woods Project and Bond are co-convening a G8/G20 policy group to work collectively advocating for strong messages on economic justice and global poverty ahead of the G8/G20 summits. In March, high level cross-Whitehall meetings took place and more are planned for April, May and June.

For more information or to get engaged, visit the Bond website: [bond.org.uk/pages/g8.html](http://bond.org.uk/pages/g8.html)

Alternatively, contact Elvira Kanichay, Bond Network Policy Officer: [advocacy@bond.org.uk](mailto:advocacy@bond.org.uk)

# Walking the talk



**Richard Graham**, Head of International Grants at Comic Relief, talks to Joni Hillman about collaboration, learning and the importance of relationships and dialogue in the grant-making process.

**With early experience of working in a successful collaboration between seven Sudanese organisations and Oxfam, Richard Graham firmly believes that collaboration in development is vital for success and that NGOs have to do much more of it; "I actually don't believe we're going to achieve the MDGs or other development targets without far greater collaboration".**

Working with other funders to leverage change is something that he has encouraged Comic Relief to get involved with. The Funders' Collaborative for Children brings together Comic Relief and four other funders to improve the way services for orphaned and vulnerable children are delivered at district level in Malawi. On the corporate side, Comic Relief has partnered with Sainsbury's to support Fairtrade producers in Africa to get their products to the UK market. However, he is under no illusion that collaboration is an easy option, requiring negotiation on organisational culture and vision up front – "short-term pain for long-term gain".

When Graham first started working at Comic Relief in 1992, the International Grants team numbered two people and Red Nose Day proceeds were split between Oxfam and Save the Children. By the late nineties, they were funding 100-200 different grantees and



• The Busoga Association project works to improve the status of girls and young mothers by getting them into school © Des Willie 2008

had 300-400 live grants at any one time. They had also started working with some Diaspora organisations, realising that they brought a different narrative to development, as well as contextual knowledge and experience that was often lacking in mainstream NGOs. This has culminated in a partnership with DFID, the Common Ground Initiative, where government money enables Comic Relief to fund small and Diaspora-led organisations' work, as well as to commission some research on the learning from Diaspora contribution to development.

## Learning is not about indicators

Learning in development is something that Graham feels grant-makers should constructively encourage. For him, learning is not about "giving 87 indicators of progress" but is about mindset and organisational culture and acknowledging the mistakes made. He agrees that many NGOs fear admitting to donors that their work has not achieved what they assumed it would and that this has led to an increasingly risk averse sector that plays it safe to keep the cash coming. He proposes "there's something about the paradigm of development that we've been using for the last twenty or thirty years that has got some quite serious flaws", a fact that makes Comic Relief interested in funding more innovative work from "organisations that are interested in looking at problems in quite different ways."

Strong words but Graham believes that the relationship between funder and grantee can go some way to tackling this fear, saying "once you build relationships and trust with grantees I think people are much more willing to say 'I'm having a problem here and I don't know what to do about it.' What we've come to believe is that the quality of development work is influenced by the quality of relationships all the way down that proverbial aid chain but I think that is often overlooked; the temptation is to concentrate on implementing the programme but there are a series of contextual factors that will help you to be more or less effective."

## Changing role of UK NGOs

African civil society's increasing sophistication and organisation has "presented huge challenges to the UK NGO sector to better define what their role is." Although Comic Relief still believe there is a role for UK-based organisations they are at pains to stress that the relationship between the UK organisation and the partner must be carefully negotiated around "what they feel you can contribute and what you think you can bring to the table."

## Looking to the future

So, what does the future hold for Comic Relief? A growing interest in funding climate change work may lead to another collaboration with other grant-makers, while growing Sport Relief to the stature of Red Nose Day will be the biggest fundraising and communications priority.

Across all their work, finding new and fresh ways to engage the public remains a challenge. "Saying 'Sudan's in a terrible mess and you should care' is never really going to get traction with people. You cannot ignore the interdependence of our society and every single other society in the world so we need to find smart ways to push that interdependence message so people can't disconnect and say 'that's nothing to do with me'."

Richard Graham was interviewed by Joni Hillman, Donor Advocacy Officer at Bond.

For more information on Bond's Donor Advocacy work with Comic Relief, join the Funding Working Group on the Bond website: [bond.org.uk/groups.php](http://bond.org.uk/groups.php)



## New look funding page

We have made changes to the this page to give Bond members access to the perspectives of key players in the funding environment. If you have any comments or thoughts, please email Joni Hillman: [advocacy@bond.org.uk](mailto:advocacy@bond.org.uk)

# Development People

"I hope others are inspired by the message that ordinary people have the power to make a difference"

David Bull



• Children like Caroline, 10, from Western Uganda, are denied their right to be as healthy as possible. Her family relies on water from a nearby lake, but the bilharzia parasite that lives in the unsafe water causes painful stomach aches, diarrhoea and left untreated can lead to life-threatening illnesses. © UNICEF UK/Uganda-09/Sue Parkhill

**David Bull**, Executive Director at UNICEF UK, outlines the focus of their work with disadvantaged children around the world, and the imperative to incorporate the UN Convention on the Rights of the Child into UK law.

## What inspired you to work in the sector?

My initial reaction is why wouldn't you? For me, it was a combination of an innate motivation, my upbringing and who I met and was inspired by. I wanted to do something that was worthwhile, interesting and enjoyable and to make the world a better place, and for me that meant international development. I have a deep sense of justice and injustice and that there is some inevitability about social progress in the world. Many important social changes happen because of the actions of ordinary people and the organisations that mobilise them. I wanted to be part of making change happen.

## What does your role involve?

As leader of UNICEF UK, I need to inspire staff, trustees, volunteers and supporters by being passionate about our work and its importance. I have tried to build an organisational culture that is enjoyable and empowering.

I represent the charity and build relationships with governments, corporate partners, media, high level supporters and ambassadors, all of whom are crucial to our success. I also work closely with our trustees to ensure that the organisation is properly governed.

## What are you working on at the moment?

Obviously, the Haiti emergency has been massive and will continue to be for the foreseeable future. The British public have been fantastic and we are very pleased with

how we have been able to help but big challenges remain. We are focussing on the next phase of getting children back into education, some for the first time. We have just launched the Put it Right, our new, five-year initiative, which aims to inspire unprecedented action to protect the rights of children everywhere. All children have rights – to go to school, to be healthy, to a childhood free from exploitation. We want to raise an initial £55 million for children and campaign for action by the Government, starting with the global water and sanitation crisis.

I hope others are inspired by the message that ordinary people have the power to make a difference. In April, UNICEF is organising the first ever international high level meeting on water and sanitation. We need UK Government attendance at this meeting so they can influence other governments to attend too.

### Why has UNICEF UK chosen to focus on children's rights instead of a single issue?

UNICEF is fundamentally about making sure that children's rights are understood and implemented throughout the world. We are the only organisation specifically mentioned in the UN Convention on the Rights of the Child (UNCRC) with a responsibility to provide governments with assistance and advice on children's rights and to help spread understanding of the Convention. We are in a unique position. The depth of our expertise and our global reach enables us to deliver in a way that other organisations cannot, and as the United Nations children's agency, UNICEF has a high level of access and influence with governments and other institutions. We do not receive any funding from the UN budget though. We are not a one issue organisation; we work on all the rights that children have. For example, education without healthcare is futile as there is no point in having good schools if children die from preventable diseases.

### What is the most rewarding and most difficult part of your job?

Everything I do is both rewarding and difficult, and that is the way I like it! None of the aspects of my work are easy or straightforward but they are ultimately incredibly rewarding. For example, a few years ago we researched child trafficking into the UK and found that it was a significant problem that was not being fully addressed by law or process. Now there are laws that protect children, government commitment, and a broader understanding and sense of responsibility towards children who might be brought here against their will. Seeing the impact of the campaign is immensely rewarding but getting there was a challenge.

### What challenges are there for UNICEF UK at the moment?

Our challenges are the same as those of children around the world and our job is to help them. First, the global economic crisis has impacted on the most vulnerable in a disproportionate way with many children suffering directly from its effects. Just when children need us most it becomes hard to raise money as our own society suffers.

Second, climate change is already having an impact on children's lives. We are raising awareness about how UNICEF can help them adjust to life in a climate changed world and have exciting plans to involve the public much more powerfully to help children meet those challenges.

Finally, HIV/Aids is still a real problem. Recently, in some media coverage, there has been a sense of "we have dealt with that one" and it is OK now. However, although progress has been made, we still need to mobilise people to support this work – it is not over yet.

### What, in your opinion, is UNICEF UK's most significant achievement?

The child trafficking and HIV/Aids work are very important contributions to the international work of UNICEF. I am also proud of the Rights Respecting Schools Award in the UK. We have always had a development education programme in the UK but in 2003 we began piloting the Award.

Schools use the UNCRC as a values framework; it helps them to define a clear set of values, not just rules, which are developed with the full involvement of pupils, teachers and the whole school community. Over 1,000 schools in the UK are now registered and preliminary research has shown that the Award is helping to improve relationships, behaviour and overall achievement. We are now hoping to broaden it out to the wider community.

### Do you have a mentor or someone who has inspired you?

Dudley Sears, the director of IDS when I was studying there, is a huge inspiration to me and many others I suspect. As an expert on the economic reforms that were happening under Pinochet in Chile, he thought that economics needed to be harnessed to social justice. His contribution was very important to development and is probably not as well known as he should be.

Richard Leakey is another inspiration. He discovered the origins of humanity in the Lake Turkana area of Northern Kenya and is a great environmentalist. He was Chairman of the Executive Committee of the Environment Liaison Centre in Nairobi when I was working there in the late 1980s. It was my first chief executive job and I was quite young and inexperienced and he really

"The depth of our expertise and our global reach enables us to deliver in a way that other organisations cannot"

helped me. He has also written a lot about the environment in the context of development which is an area that I am very interested in. He campaigns for what he believes in.

### Where would you like UNICEF UK to be in five years time?

I want to see children's rights fully embedded into UK institutions such as schools and local authorities. We must respond effectively to the challenge of the global economic crisis, climate change and HIV/Aids. In the UK we want to see the UNCRC incorporated into UK law and the government make huge progress in fulfilling their promises to eradicate child poverty in the UK by 2020.

To support the Put it Right initiative and to help mobilise political will in the lead up to the international high level meeting on water and sanitation, take action at:

[www.unicef.org.uk/sanaction](http://www.unicef.org.uk/sanaction)

For more information about UNICEF UK:

[www.unicef.org.uk](http://www.unicef.org.uk)



• Children like Aklima, 12, from Bangladesh, are denied their right to an education because of poverty – she earns money scavenging from a dump. Aklima is now receiving education support thanks to a UNICEF partnership.  
© UNICEF UK/Bangladesh09/Sue Parkhill

# Member discount for learning with Bond

Competitively priced and focusing on active learning, our training courses for NGOs reflect the latest thinking in international development and allow you to share ideas and information. Bond members receive 1/3 discount and can book online: [bond.org.uk/learn](http://bond.org.uk/learn)

## EU corridors of power 29-30 April

If you are new to advocacy and lobbying at the European Union (EU) level or would like an overview of the latest developments, this course explains how the EU works and how decisions are made. It highlights where NGOs can have the greatest influence and how your organisation can use the EU to get across its message.

## Developing financial stability 4 May

Raising and managing money from different sources involves a strategic approach to project budgeting. It looks at options for funding core costs and provides an opportunity to write a strategic financial action plan that sets priorities, recovers costs and controls expenditure.

## Mainstreaming participatory approaches 12 May

Whether you work on programmes, policy or campaigning, you need to know how to work with Southern partners and beneficiaries in a participatory way. This highly participative course allows you to clarify what participation means, gain an overview of the innovations and critiques in current development practice, and share challenges and successes.

## Fundraising from institutions: writing winning proposals 19-20 May

This course will help you put together a funding proposal for institutional funders who use a two stage process: DFID, the EC and Comic Relief. The course emphasises the narrative sections of concept notes and full proposals, and assumes that you know the basics of logical framework analysis.

All our courses are available in-house if you have eight or more people to train.  
[bond.org.uk/learn](http://bond.org.uk/learn)  
[learn@bond.org.uk](mailto:learn@bond.org.uk)  
020 7520 0242



## Fundraising from trusts, foundations and corporates 26 May

This course sets the policy, finance and decision making context in which trusts, foundations, companies and high net worth individuals operate. It enables you to understand your prospects and develop a strategic plan for broadening your donor base and increasing your success rate in raising money from different sources.

## Skills for successful high value fundraising 27 May

When you put your case to trusts, foundations, companies and high net worth individuals, you need to know how to make an immediate impact and build a long term relationship. This participative course focuses on introducing techniques that will appeal to your prospects in the current financial climate.

## Introduction to EC Funding 8 June

This course introduces the complexities of EU funding. It is for people who want to apply for EC funding or those that need to decide whether or not it is appropriate for their organisation.

### E-bulletin

For the latest training news, learning developments, events and special offers sign up to *Your Development*, our monthly learning and training e-bulletin  
[bond.org.uk/e-updates](http://bond.org.uk/e-updates)



## Project planning using a logical framework approach 9-10 June

Logical frameworks encourage transparency and flexibility in planning a project with stakeholders and can provide a whole new perspective on project planning, management and evaluation. This course is for people who are new to using the logical framework approach to plan and develop projects.

## Monitoring and evaluation for accountability 15 June

If you are responsible for developing monitoring and evaluation systems, or need to improve an existing system to record and analyse project information, this course helps you understand the purposes of monitoring and evaluation and how to set up systems that satisfy multiple stakeholders.

## Introduction to advocacy 17 June

If you are new to advocacy and campaigning or want an overview of best practice in the area, this course explores the reasons for and against engaging in advocacy projects and the specific set of skills and techniques you will draw on.

## Impact assessment: what difference did we make? 29-30 June

NGOs are increasingly required to report on the impact of their work, however, there is often confusion about what impact really entails and how it is different from evaluations. This course provides clear answers to these questions and enables you to design impact assessments which fit your needs.

