

Company number: 3395681

Charity number: 1068839

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

## **Report and Financial Statements**

**For the year ended 31 March 2015**

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# British Overseas NGOs for Development (trading as Bond)

## Reference and administrative details

For the year ended 31 March 2015

|  |   |                                |                    |
|--|---|--------------------------------|--------------------|
| <b>Company No</b>                                | 3395681   |                                |                    |
| <b>Charity No</b>                                | 1068839   |                                |                    |
| <b>Registered office and operational address</b> | Society Building<br>8 All Saints Street<br>London<br>N1 9RL   |                                |                    |
| <b>Trustees</b>                                  | Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: |                                |                    |
|  | Timothy Wainwright (Chair)  | ADD International              |                    |
|  | Christine Allen Dench (Vice Chair)  | Christian Aid                  |                    |
|  | Caroline Nursey (Vice Chair)  | BBC Media Action               | Appointed 05/11/14 |
|  | Tim Boyes-Watson (Treasurer)  | Mango                          |                    |
|  | Christine Allen Dench (Vice Chair)  | Christian Aid                  |                    |
|  | Alison Cairns   | Unilever                       | Resigned 05/11/14  |
|  | Rose Caldwell   | Concern Worldwide (UK)         |                    |
|  | Haniya Dar  | International Rescue Committee | Appointed 05/11/14 |
|  |   |                                | Resigned 11/06/15  |
|  | Gibril Faal   | AFFORD                         | Appointed 05/11/14 |
|  | Michael Hammer  | One World Trust                | Resigned 05/11/14  |
|  | Eleanor Harrison  | Global Giving                  | Appointed 05/11/14 |
|  | Louise James  | Accenture                      | Resigned 05/11/14  |
|  | Charles Kazibwe   | Transform Africa               |                    |
|  | Nicola Macbean  | The Rights Practice            | Resigned 05/11/14  |
|  | Ben Philips   | Oxfam GB                       | Appointed 05/11/14 |
|  |   |                                | Resigned 01/01/15  |
|  | Koy Thomson   | Children in Crisis             | Resigned 05/11/14  |
|  | Dominic White   | WWF                            | Resigned 05/11/14  |
|  | Jessica Woodroffe   | Gender & Development Network   |                    |
| <b>Principal staff</b>                           | Benjamin Jackson  | Chief Executive                |                    |
|  | Charles Hurtley   | Company Secretary              |                    |
| <b>Bankers</b>                                   | Unity Trust Bank<br>Nine Brindleyplace<br>Oozells Square<br>Birmingham<br>B1 2HB  |                                |                    |
| <b>Auditors</b>                                  | Sayer Vincent LLP<br>Chartered accountants and statutory auditors<br>Invicta House<br>108 - 114 Golden Lane<br>London<br>EC1Y 0TL |                                |                    |

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

### Reference and administrative details

For the year ended 31 March 2015

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#### MEMBERSHIP

|  |  |
|--|--|
| AbleChildAfrica  | Basti Ram                                      |
| Absolute Return For Kids                                   | BBC Media Action                               |
| ACE Africa (UK)  | Bees for Development Trust                     |
| Act4Africa   | BMS World Mission                              |
| Action Against Hunger UK                                   | Book Aid International                         |
| Action for Brazil's Children Trust                         | BRAC UK  |
| Action for Southern Africa                                 | Bridge2Aid                                     |
| Action on Armed Violence                                   | Britain - Tanzania Society                     |
| Action Village India                                       | British and Irish Agencies Afghanistan Group   |
| ActionAid UK   | British Council                                |
| ADD International  | British Red Cross Society                      |
| ADRA   | British Veterinary Association Overseas Group  |
| Advantage Africa   | Build Africa                                   |
| Advocates for International Development                    | Build IT International                         |
| AFFORD   | Building and Social Housing Foundation         |
| Afghanaid  | CADA   |
| Africa Advocacy Foundation                                 | CAFOD  |
| Africa Educational Trust                                   | CAME Women and Girl's Development Organisation |
| Africa Equipment for Schools                               | Canon Collins Trust                            |
| African Child Trust  | CARE International UK                          |
| African Development Solutions                              | CBM  |
| African Development Trust                                  | Cecily's Fund                                  |
| African Foundation Stone                                   | Central America Women's Network                |
| African Initiatives  | Centre for Armed Violence Reduction            |
| African Medical and Research Foundation                    | Chance for Childhood                           |
| African Outreach   | ChildHope UK                                   |
| African Wildlife Foundation                                | Childreach International                       |
| Age International  | Children in Crisis                             |
| Agency for Cooperation and Research in Development         | Children of the Andes                          |
| AgriTechTalk International                                 | Children of the Mekong                         |
| Aids Orphan UK Trust                                       | ChildrenPlus                                   |
| Al-Imdaad Foundation UK                                    | Child-to-Child Trust                           |
| Al-Khair Foundation  | Christian Aid                                  |
| All We Can   | ClientEarth                                    |
| Andrews Charitable Trust                                   | Comic Relief                                   |
| Anglican Alliance  | Commonwealth Foundation                        |
| Anti-Slavery International                                 | Commonwealth Human Ecology Council             |
| Appropriate Technology Asia                                | Commonwealth Human Rights Initiative           |
| APT Action on Poverty                                      | Computer Aid International                     |
| Aptivate   | Concern Universal                              |
| Article 19   | Concern Worldwide UK                           |
| Asha Trust (Sri Lanka)                                     | Conciliation Resources                         |
| Ashanti Development  | Concordis International                        |
| Asian People's Disability Alliance                         | CONTESA  |
| Association of Guyanese Nurses and Allied Professionals UK | Cord UK  |
| Baha'i Agency for Social and Economic Development - UK     | Cyan International                             |
| Baobab   | Dalit Freedom Network UK                       |
| BasicNeeds   | Deaf Child Worldwide                           |

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

### Reference and administrative details

For the year ended 31 March 2015

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#### MEMBERSHIP

|  |   |
|--|---|
| Deki Limited                                   | Greenbelt Movement  |
| Development Initiatives                        | Habitat for Humanity Great Britain                                    |
| Development Studies Association                | HALO Trust  |
| Dhaka Ahsania Mission                          | Hand in Hand International  |
| Diaspora for African Development               | Handicap International UK   |
| Diaspora Volunteering Alliance                 | Hands Around the World  |
| Digital Pipeline working as Computers 4 Africa | Health Poverty Action   |
| Disasters Emergency Committee                  | HealthProm  |
| Educational Development Projects Trust         | HelpAgè International   |
| Electoral Reform International Services        | Himalayan Development International                                   |
| Ellen Mai Guru Trust                           | Homeless International  |
| Elton John AIDS Foundation                     | Hope for Children   |
| Emerge For Africa                              | HOPE Worldwide  |
| Emerge Poverty Free                            | Human Aid UK  |
| Engineers Against Poverty                      | Human Appeal International  |
| Engineers Without Borders UK                   | Human Care Syria  |
| Entraide                                       | Human Development Concern for Horn of Africa                          |
| Environclean Community Group                   | Human Relief Foundation   |
| Environment Africa Trust                       | Humanitarian Europe Ltd   |
| ERM Foundation Europe                          | ICA:UK  |
| Ethical Trading Initiative                     | IMPACT Foundation   |
| Euclid Network                                 | Institute of Development Studies                                      |
| Eudaimonia                                     | Integrated Village Development Trust                                  |
| EveryChild                                     | Integrity Action (Formally TIRI)                                      |
| Excellent                                      | InteRed UK  |
| Fairfood International UK                      | International Agency for the Prevention of Blindness                  |
| Faith Regen Foundation UK                      | International Alert   |
| FARM-Africa                                    | International Broadcasting Trust                                      |
| Farmers Overseas Action Group                  | International Childcare Trust   |
| Fauna and Flora International                  | International Children's Trust  |
| Feed the Minds                                 | International Development Enterprises UK                              |
| Feed the Poor                                  | International Forum for Rural Transport and Development               |
| FIA Foundation for the Automobile and Society  | International HIV/AIDS Alliance                                       |
| Fields of Life                                 | International Inspiration   |
| Find Your Feet                                 | International Institute for Environment and Development               |
| Forest Peoples Programme                       | International Medical Corps   |
| FRANK Water Projects                           | International Nepal Fellowship  |
| Friends of Kipkelion                           | International Network for the Availability of Scientific Publications |
| Future First International                     | International NGO Training and Research Centre                        |
| GardenAfrica                                   | International Refugee Trust   |
| Gender and Development Network                 | International Rescue Committee  |
| Generation for Change and Development          | International Service   |
| Giving Africa                                  | International Thai Foundation   |
| Global Institute for Entrepreneurship          | International Tree Foundation   |
| Global Poverty Project                         | Internews Europe  |
| Global Witness                                 | Islamic Hands   |
| GOAL UK  | Islamic Help  |
| Grassroot Soccer                               | Islamic Relief Worldwide  |

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

### Reference and administrative details

For the year ended 31 March 2015

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#### MEMBERSHIP

|  |  |
|--|--|
| Joint Aid Management UK                                | Muslim Aid                                   |
| Just A Drop Appeal                                     | Muslim Charities Forum                       |
| Kanaama Interactive Community Support                  | Muslim Charity Helping The Needy             |
| Karen Hilltribes Trust                                 | Muslim Hands                                 |
| Karuna Action  | Myanmar-Burma Relief and Welfare Association |
| Karuna Trust   | Nabir Foundation                             |
| Kashmir International Relief Fund                      | NCVO   |
| Keeping Children Safe                                  | Network for Africa                           |
| Kids In Need Of Education                              | NIDOS  |
| KIN (Kibera in Need)                                   | Odanadi UK                                   |
| KwaAfrica  | Omega Research Foundation Ltd                |
| LAMB Health Care Foundation                            | ONE Campaign UK                              |
| Lattitude Global Volunteering                          | One to One Children's Fund                   |
| Learning For Life                                      | One World Foundation Africa                  |
| Leonard Cheshire Disability (International Department) | One World Week                               |
| LEPRA Health in Action                                 | OneWorld UK                                  |
| Lessons for Life Foundation                            | Operation WellFound                          |
| LightForce International                               | Opportunity International United Kingdom     |
| LionHeart In The Community                             | ORBIS UK                                     |
| Living Earth Foundation                                | Order of St John                             |
| Lumos  | Otra Cosa Network                            |
| MADE in Europe   | Overseas Development Institute               |
| Magic Bus  | Oxfam GB                                     |
| Malaria Consortium                                     | Oxford Research Group                        |
| Malaria No More UK                                     | Palestinians Relief and Development Fund     |
| Mango (Management Accounting for NGOs)                 | Peace Direct                                 |
| Marie Stopes International                             | PEN International                            |
| Marwyn Trust   | Penal Reform International (UK)              |
| Maternity Worldwide                                    | People and Planet                            |
| Medair UK  | People In Aid                                |
| Medic Assist International                             | Peru Support Group                           |
| Medical Aid Films                                      | Pesticide Action Network UK                  |
| Medical Aid for Palestinians                           | PHASE Worldwide                              |
| Meningitis Research Foundation                         | PhotoVoice                                   |
| Mercy Corps European Headquarters                      | Plan UK                                      |
| MicroLoan Foundation                                   | Population and Sustainability Network        |
| MIFUMI UK  | Population Matters                           |
| Millennium Promise UK                                  | Positive Runway                              |
| Mines Advisory Group                                   | Power International                          |
| Minority Rights Group International                    | Practical Action                             |
| Mission Aviation Fellowship UK                         | Pragya                                       |
| Molly's Network  | Progressio                                   |
| Mother Helpage UK                                      | Project Harar Ethiopia                       |
| Mothers2Mothers  | Publish What You Fund                        |
| Motivation   | Pulsar International                         |
| Mulrany International                                  | Pump Aid                                     |
| Multiple Sclerosis International Federation            | Purple Field Productions Limited             |
| Musequality  | Railway Children                             |

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

### Reference and administrative details

For the year ended 31 March 2015

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#### MEMBERSHIP

|   |  |
|---|--|
| Rainbow Development in Africa                               | Street Child   |
| Raleigh International Trust                                 | Street Child Africa  |
| Read Foundation   | Street Kids International UK                                     |
| Red Earth Education   | TackleAfrica   |
| RED International   | Target Tuberculosis  |
| RedR UK   | TB Alert   |
| Refuge For Children   | Teach a Man to Fish  |
| Refugees International                                      | Teaching Aids at Low Cost  |
| Resource Alliance   | Tearfund   |
| Responding to Conflict                                      | techfortrade   |
| Restless Development  | TechnoServe Europe   |
| RESULTS UK  | The Britain Nepal Medical Trust                                  |
| Retrak  | The Brooke   |
| Right To Play UK  | The Ernest Foundation  |
| Room to Read UK   | The Fairtrade Foundation   |
| Rotary International in Great Britain and Ireland Donations | The Fred Hollows Foundation (UK)                                 |
| Royal College of Paediatrics and Child Health International | The Gaia Foundation  |
| Royal National Lifeboat Institution                         | The Gorilla Organization   |
| Royal Society for the Protection of Birds                   | The Humanitarian Centre  |
| Safehands for Mothers                                       | The Humanitarian Forum   |
| Saferworld  | The Indigo Trust   |
| Samaritan's Purse International                             | The Kambia Appeal  |
| Save the Children   | The Leprosy Mission  |
| SciDev.Net  | The Mothers' Union   |
| Scotland Malawi Partnership                                 | The Open University (Development Policy and Practice)            |
| Scottish Catholic International Aid Fund                    | The Organisation of Sierra Leone Healthcare Professionals Abroad |
|   | The Rainforest Foundation UK                                     |
| Selby Trust   | The Rights Practice  |
| Self Help Africa  | The Salvation Army (International Development Department)        |
| Send a Cow  | The Tibet Relief Fund of the United Kingdom                      |
|   | The Toybox Charity   |
| Sense International   | The Vegan Society  |
| Shared Interest Foundation                                  | The Welfare Association  |
| Sheffield Institute for International Development           | Theatre for a Change   |
| Sickle Cell and Young Stroke Survivors                      | Think Global   |
| Sierra Leone Diaspora Development Foundation                | Tools for Self Reliance  |
| Sightsavers   | Top Foundation   |
| Signal  | Trades Union Congress Aid  |
| SIKAT - Helping Children Develop                            | TRAID  |
| Skillshare International                                    | Traidcraft Exchange  |
| SolarAid  | Transfer of Appropriate Sustainable Technology                   |
| Somali Relief and Development Forum                         | Transform Africa   |
| SOS Children's Villages UK                                  | Transparency International UK                                    |
| SOS Sahel International UK                                  | TREE AID   |
| Sound Seekers   | Trocaire   |
| Stakeholder Forum for a Sustainable Future                  | Tropical Health and Education Trust                              |
| Stamp Out Poverty   | Trust for Africa's Orphans                                       |
| STARS Foundation  |  |
| Stop AIDS   |  |

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

### **Reference and administrative details**

**For the year ended 31 March 2015**

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#### **MEMBERSHIP**

Tzedek  
UN Women National Committee UK  
UNICEF UK  
UNISON (International)  
Us  
Village Aid  
Village Service Trust  
Vision Aid Overseas  
Vision for a Nation Foundation  
Vitol Foundation  
Viva  
Voice of Dalit International  
Volunteer Missionary Movement  
VSO  
War Child  
War on Want  
Water and Sanitation for the Urban Poor  
Water for Africa  
WaterAid  
Wells for India  
Welsh Centre for International Affairs  
WHEAT Mentor Support Trust  
Widows and Orphans Relief and Development  
Windle Trust International  
WOMANKIND Worldwide  
Women and Children First (UK)  
Women for Women International UK  
Women in Informal Employment: Globalizing and Organizing  
World Animal Protection  
World Development Movement  
World Jewish Relief  
World Medical Fund for Children  
World Vision UK  
World Voices Positive  
WWF (UK)  
Y Care International  
Zimbabwe Educational Trust  
Zoological Society of London

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

### **Report of the trustees**

#### **For the year ended 31 March 2015**

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The trustees present their report and the audited financial statements for the year ended 31 March 2015.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2005).

#### **Structure, governance and management**

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

The governing body of Bond is the Board of Trustees. Members of the Board are nominated from, and elected by, the Bond membership at the Annual General Meeting. In addition, the Board may co-opt up to four members from within or beyond the Bond membership to ensure that its composition has the skills necessary to govern effectively. The maximum number of trustees is 12 and the minimum is three. Elected and co-opted members of the Board may serve a maximum of two consecutive three-year terms. The officers of the Board (the Chair, Vice-Chair and Treasurer) are elected annually by the Board members. Co-opted members of the Board are not eligible to fill the Chair or Vice-Chair positions.

Induction of new Board members include meetings with the Chair, the Chief Executive, each member of the Management Team and other key staff members, as appropriate. New Board members are provided with relevant documents and access to information about the governance and the work of the charity. All trustees give their time voluntarily and received no benefits from the charity. Any expenses reclaimed from the charity are set out in note 5 to the accounts.

The Board decides the organisational budget, approves the annual accounts, appoints the auditors and sets the strategic direction for Bond. Day to day management of the Charity is carried out by a Management Team of five senior staff led by the Chief Executive, who reports to the Board.

#### **Objectives and activities**

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

#### **Public benefit**

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



## BOND STRATEGY 2011-2016

In April 2011, Bond began the implementation of its Strategy 2011–2016, which was approved by members at the 2010 AGM.

The strategy has three themes: Connecting for change, Maximising our influence and Strengthening the sector, each with a set of strategic goals and an outline of how we will achieve them. The following provides a review of Bond's performance against the strategy in 2014-15. During the year, Bond focused its activities across 13 main objectives.

### 1. Connecting for change

A network rich in expertise and knowledge, Bond is a hub for collaboration and collective action, bringing members together to find solutions to common challenges, influence governments, policymakers and donors and engage in key debates affecting the sector.

#### Brand profile

*Grow and strengthen Bond's brand profile with members and other key stakeholders in order to drive service take-up, collaboration within the network, income generation and articulate Bond's value.*

A new team structure and the basis for a new integrated communications strategy that unifies digital, media, print, events and communities was put in place. Along with improving brand consistency, this resulted in a transformational change in our communications and engagement with triple digit percentage increases seen across all our channels in terms of reach. Renewed focus was placed on our digital work resulting in 17% increase in web traffic and a 70% increase in our social media reach and engagement. We also started to ramp our media work to defend the sector and proactively place positive coverage about the work of our members and the Bond network. This resulted in increased media coverage from a non-existent base with over 50 media hits in a mixture of trade and mainstream media like Devex, Guardian, Independent and Third Sector magazine. We also had a major hit with the launch of the action/2015 campaign that resulted in 200 media hits in one day including the Guardian, Independent, Financial Times and the Daily Mail.

The Bond International Development Awards ceremony on 12 May was a spectacular success, with 100 representatives from Bond member organisations joining the nine shortlisted projects (from over 30 entries) to see the winners announced. This year's awards were presented for Positive Collaboration in three separate categories, for small, medium and large organisations. The winners, Street Child United, Motivation and Saferworld, received their awards from Justine Greening, Secretary of State for International Development, who also made a short speech and expressed interest in Bond developing an award for Humanitarian work a proposal which will be considered as part of the expansion of the Awards in 2015/16. We achieved some media coverage post-event in The Guardian Global Development and Charity Times.

#### Membership

*Increase the overall number of members and ensure that, in all of Bond's key strategic areas, there is an appropriate representation of members, including the leading practitioners in those areas.*

The overall membership numbers and the numbers of new members were well above target, and record levels of membership were achieved; despite higher lapsing levels, overall growth in membership has been significant this year. Membership stood at 453 organisations at 31 March 2015, compared to 410 organisations at 31 March 2014, an increase of over 10% year on year.

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

### **Report of the trustees**

#### **For the year ended 31 March 2015**

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Membership income for the year reached £562,000, representing a 6.1% increase in fees year on year from £529,000 at the end of 2013-14, and an increase of 31% over three years (end of 2011-12, total fees £429,000).

69 new membership applications were received during the course of the year, and approved by the Board. This represents an increase of 45% year on year, compared to 47 applications for membership over the same period last year. 26 organisations lapsed during the course of 2014-15 making a net gain of 43 members during the course of the year. Total membership has grown by just over 10% year on year, and by 30% over a four-year period (2011-12: 349 members).

#### **Service take-up**

*Increase the overall take-up of Bond services and increase the range of member and non-member organisations using Bond's services.*

The overall levels of engagement with Bond services grew throughout the year, even as our overall membership numbers increased significantly. Only 52 organisations out of 453 members did not engage with any of our activities during the course of the year.

Annual Conference 2014 took place on Monday 10 November at the QEII Conference Centre in the heart of Westminster. The event continues to grow and establish itself as the leading conference convening the international development sector in the UK, and increasingly in Europe. This year we welcomed 820 delegates on the day including over 260 senior colleagues from the sector (with a job title of director, chief executive or chair) and 89% of attendees rated the event good or excellent overall. Speakers included Jay Naidoo, Chair of the Global Alliance for Improved Nutrition, Rt Hon Justine Greening, Secretary of State for International Development, Rt Hon Jim Murphy MP, Shadow Secretary of State for International Development, and Rt Hon Michael Moore MP. We were delighted that Bill Gates chose the event to address the international development community by delivering the final keynote address. The event continues to generate income through the sale of delegate tickets, sponsorship opportunities and exhibition stands.

We have followed up on the recommendations from the major 2013 Review of Bond's communications and services. We are improving our customer focus through investing in marketing and communications skills, and we are improving our systems for conducting and recording engagement with our members and customers. Steps taken include increasing and integrating capacity for the planning and delivery of the training programme in order to improve our ability to market the courses and respond to member need, and recruiting staff with specialist skills in marketing, social media, events and Salesforce (our customer relationship management system).

#### **Member engagement**

*Develop a proactive and integrated approach to managing relations with members and other external stakeholders based around improved intelligence and insight, to ensure that Bond is responsive to the full range of member needs and concerns, and better able to take a leadership role in convening the sector.*

In 2014-15, 76% of member organisations have had at least one representative signed up to a Bond group. Over the course of the year, a number of new groups have been launched that have assisted in increasing the participation of members. A number of existing groups have started to solely use My Bond – Bond's online networking and collaboration space for the UK international development sector - for communications; these include the Disaster Risk Reduction and the Disability and Development groups.

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

### **Report of the trustees**

#### **For the year ended 31 March 2015**

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Relationships with working group chairs have been revitalised, and a new strategy for working groups was under development.

#### **Member networking**

*Continue to improve existing spaces for networking of members and other external stakeholders and develop new opportunities, including a coherent events programme, which provide members with the opportunity to forge new alliances, share knowledge, and collaborate to ensure the best results for those living in poverty.*

In 2014-15, 78% of member organisations attended a Bond event (including the Annual Conference) and 63% of the membership (274 members) sent one or more delegates to conference, a slight increase on 2013.

While we worked on a new website for Bond, the existing site continued to attract an increased audience, up to 42,000 users per month, a rise of 17% over the previous year. Our community site, My Bond, was used increasingly by groups and members. It had a 60% rise in users, with more than 2,500 people visiting in a month. It was a particularly active year for social media. We shared more content and had considerably more engagement and web traffic from social media. Followers of our main @bondngo Twitter account increased by 65%, to reach 6,400 by the end of the year; we recorded 13.5m impressions over the year. Facebook “likes” also increased, with 1,844 new fans over the year, taking our page to 4,375 followers. We also increased our use of LinkedIn and Google+. During the year we automated the sending of our popular jobs email, which now goes to over 12,000 subscribers. We improved our main email newsletter, Your Network, making it weekly, and overhauling the content. It now goes to nearly 10,000 subscribers every week.

My Bond has been further developed into a key online space for the Bond communities to share knowledge and collaborate. By March 2015, the platform had 2,596 unique users, a total of 5,971 visits and 24,226 page views. A number of groups have secured tangible results for those living in poverty over the course of the year. Some highlights of these achievements include:

- The Bond Disability and Development Group was able to influence the final outcome of the content of DFID’s Disability Framework through regular meetings with key staff. The group identified the following bits of the framework as keys successes: the imperative of including disabled people in all their policies and programmes; call for disaggregated data regarding disability in developing countries; engagement with disabled people’s organisations; need for continued engagement with the Bond group as the Disability Framework is implemented.
- The Bond Anti-corruption Group managed to influence the first ever UK Anti-Corruption Plan which was launched in December 2014. The plan includes policy recommendations first identified by the group back in 2010.
- The Counter-Terrorism/Proscription sub-group supported Bond to give witness to the Parliamentary Joint Committee on the draft Protection of Charities Bill in December 2014.

#### **International strategy**

*Develop a more strategic approach to engagement with international stakeholders including recognition of existing work with international partners.*

Being connected to international civil society organisations and movements, particularly in the global South and across Europe, is critical to ensuring that we remain relevant and influential both as an organisation which seeks to effectively serve its members, and as a convener of influence of key multilateral bodies. We have been both strategic (particularly with regards to the key development events in 2015) and opportunistic with this strand of work, responding to various

**Report of the trustees**

**For the year ended 31 March 2015**

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opportunities that benefit our membership in terms of political influence and advocacy objectives. We are committed to developing a more strategic approach to this work in 2016.

We have actively contributed to a range of activities at CONCORD, the body that represents national NGO platforms in Europe, and as members of CONCORD's Board, and have worked to ensure that the new seven-year CONCORD strategy (commencing in 2016) has built on its strengths and develops a strong advocacy voice. The European position on development remains critical to international development outcomes, and we have supported CONCORD to work effectively across national boundaries to secure vital development commitments from EU member states.

We have been engaging with the wider international NGO platform network, the International Federation of NGO Platforms (IFP) on their capacity-building and effectiveness strategy, especially around advocacy. Through our work on the action/2015 and Beyond 2015 coalitions we have worked closely with CIVICUS and other global platforms.

## **2. Maximising our influence**

Bond uses its convening power to bring together partners and allies in order to influence governments, institutions and donors, in the UK and internationally, to adopt policies that have a positive impact on the lives of those living in poverty around the world.

### **UK aid**

*Continue to champion and contribute to sustaining the quality and quantity of UK aid, especially focused on the 2015 UK general election.*

A strategic priority has been to work with members and other networks to ensure the integrity of the quantity and quality of UK aid.

Following significant lobbying with members, in April 2014 official data confirmed that the UK had met its aid target of 0.7% of Gross National Income (GNI) in 2013 for the first time. We publically welcomed this achievement in the media and we used this leverage to lobby other European governments to commit to meet the same target. We also continued our focus on UK aid quality work with DFID, the Independent Commission for Aid Impact (ICAI) and other UK stakeholders.

In September 2014 Bond took a central role in coordinating the response to the opportunity presented by Michael Moore MP's Private Members' Bill to enshrine the UN target spend of 0.7% of GNI on aid into UK law. We convened members to run a collaborative campaign, drawing together public affairs, campaigning and media talent to ensure the Bill received Royal Assent before the General Election.

In the run up to the General Election in May we worked to influence the major parties, and to prepare our members to respond to increasingly routine attacks on aid spend and development in the media.

Bond also engaged successfully, bringing members together with key decision makers on public finance and the international Financing for Development (FFD) negotiations at the UK, EU and international level. We made numerous interventions including a substantial number of submissions and inputs into the drafting process, meetings and roundtables with high-level stakeholders as well as targeted campaigns ahead of the final conference in Addis Ababa in July 2015.

**Report of the trustees**

**For the year ended 31 March 2015**

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**UK development policy**

*Develop a non-aid policy and campaigns offer with members, covering structural issues and wider approaches to policy coherence for development*

There are an increasing number of critical issues and processes on which we believe it would be productive to convene members, addressing the non-aid aspects of development, recognising that aid is, proportionally, only one part of the overall development equation.

The recruitment of a lead for this work in January 2015 allowed us to scale up our engagement with those Bond groups and others interested in 'beyond aid' work; in particular we have worked closely with members of our Private Sector Working Group, and expect to develop this relationship further.

A coherent and prioritised strategy is being developed, but in the meantime we have taken the opportunity to respond to, and input into, a number of International Development Select Committee inquiries on relevant issues, including Ben Jackson, Bond's Chief Executive, being invited to give oral evidence to the Committee in October, following our submission to its *Beyond Aid: The Future UK Approach to Development* inquiry.

**European aid and development policy**

*With members and partners, contribute to ensuring Europe meets its aid quality and quantity targets, as well as working to ensure the shape of European policy (in the lead-up to and following the 2014 elections) is coherent and remains focused on tackling poverty and inequality.*

The EU is collectively the world's largest aid donor, but in response to concerns that the EU was neither meeting its current 0.7% Overseas Development Assistance target and its recommitment to the 0.7% target beyond 2015 was in jeopardy, Bond made this a key policy priority, and (re)introducing the new cohort of MEPs to international development.

A critical part of our work to secure the EU's 0.7% commitment included working jointly with counterpart national platforms in other EU member states, including colleagues in the Netherlands and Germany, to influence member states to meet their 0.7% commitment. In January we launched our report, 'Understanding the 2014-2020 Budget of the European Union', linking the opportunity provided by the budget process to the post-2015 and FFD negotiations, which generated significant levels of engagement. Bond also made a substantial contribution to CONCORD's AidWatch report who launched it at an OECD event (together with CSO partners) in Paris in November 2014, and in the UK in January 2015.

Following the European Parliament elections in May 2014, Bond briefed all 73 UK MEPs on development. We also worked with CONCORD to run MEP induction workshops in Brussels which were attended by 20 MEPs. Bond has developed and maintains a positive relationship with the European Parliament's Development Committee and its chair, Linda McAvan (UK MEP).

We continued to influence the UK government and other member states on the EU Foreign Affairs Council (FAC) on development, and including ahead of the EU deciding its position on FFD, recommendations for Council Conclusions on Post-2015 and the modernisation of ODA.

Bond was successful in its bid to be the UK coordinator for the EU-designated European Year for Development in 2015, through which we will run activities and events to further engage members and others in a critical conversations about the role of the EU in development.

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**Political support for development**

*Together and on behalf of members, deliver demonstrable political and parliamentary support for international development, including the 2015 general election and the 2014 European Parliament election.*

Cross-party parliamentary supporters are critical to ensuring the UK's continued commitment to both the 0.7% aid commitment and a positive pro-development policy. Throughout the year we have sought to sharpen our engagement and relationships with key parliamentary influencers. Alongside our work on the Turn Up Save Lives campaign (on the 0.7% Private Members' Bill) we have been proactive at building relationships across Parliament, including with the International Development Select Committee.

We facilitated a member presence at all three of the main political party conferences in autumn 2014, running our 'Development Hub' for the first time which aimed to provide a consolidated presence for the international development community. It was an initiative that was well received by both members and those attending conference. Bond hosted a reception at each conference which was attended by the relevant party spokesperson on international development, and provided us with an opportunity to launch 'A Fairer World', our agenda for the next government which was developed with input from over 60 members.

Prior to the European Parliament elections Bond organised a development hustings event which was attended by over 70 participants including MEPs from all major parties, Bond members and UK stakeholders.

We continue to maintain strong relationships with the Secretary of State for International Development and her office, and we are regularly invited to attend meetings together with Bond members on a range of issues.

We also developed relationships with the Shadow International Development Teams including with Mary Creagh MP and Anas Sarwar MP of Labour, meeting them and their teams and providing briefings ahead of key debates. We worked with Martin Horwood MP in his role as Liberal Democrat spokesperson on development issues. Alongside colleagues at NIDOS we begun a similar process with the SNP.

Our Annual Conference in November 2014 began with a political debate with all three dominant parties. We also sought to support our members as they developed their advocacy and influencing work around the General Election, this included the production of a General Election Hub on our website and working with colleagues in the joint action/2015 campaign to produce a local campaigning toolkit.

**Civil society enabling environment**

*Contribute to maintaining an enabling environment for UK development NGOs, and support the sector to respond to external and internal opportunities and threats.*

A vibrant civil society needs to operate in an environment that both challenges it to be the best it can be, but also supports it to be an effective, impactful force that improves lives. The past year, however, has seen numerous interventions that have reduced the space within which civil society operates and thereby threaten to reduce its positive impact by increasing red tape and diminishing its voice.

For the first half of the year, we focused our efforts on preparing and supporting our members for the implementation of the Lobbying Act; this included regular engagement with the Electoral Commission to provide clear guidance on the Act, and support to the Harries Commission on Civil Society and Democratic Engagement to collect evidence about the likely

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impact of the Act. Whilst we remain opposed to many of the measures introduced under the Act, we have sought to engage proactively to support our members in implementing the new law during the regulated (pre-election) period.

In response to Bond's Conflict Policy Working Group we investigated the impact of UK charity guidance on members working in fragile and conflict states, giving evidence to a joint committee of the Houses of Parliament in December 2014 who were considering legislation to be included in the Charities Bill.

We have identified the shrinking of civil society space in the UK as a key issue for Bond, and have been focusing resources on developing a broader strategy.

#### **Public support for development**

*Work with members to re-make the case for development across a range of audiences.*

Public support for international development is in danger of being eroded and this in turn threatens the UK's approach to development – one evidenced by both our members' experience as well as by an established body of research.

In October 2014, we launched *Change the Record*, a report exploring public attitudes to international development. The report was based on primary research on how members of the public receive and process information and messages about poverty and international development. *Change the Record* was launched to a workshop of members, led to a lively debate at our Annual Conference, and a CEO roundtable in December. We continue to work to implement the recommendations of the report in our own work and support implementation across the sector.

In January 2015, we ran a hugely successful *Building New Responses* course with Think Global, which was attended by 30 participants from 15 member organisations. This group has now developed into an active My Bond community, and allowed us to develop a number of resources and tools to support members on public support.

A legacy of the Turn Up Save Lives campaign has been work to bring together media, campaigns and policy colleagues to develop shared materials to respond to attacks on aid and development in the media, in particular to encourage a shared messaging approach which we believe will go on to serve the sector well in the future.

#### **Post-2015**

*Contribute to delivering an ambitious global post-2015 agreement, play a key convening role in a post-2015 campaign(s) in the UK, Europe and internationally, and deliver public awareness/engagement and campaigning activities in the UK and across Europe.*

As we entered the final year of critical international discussions, Bond continued to play a central role in convening and coordinating the engagement of UK NGOs with the post-2015 and Financing for Development agendas in the UK, Europe and internationally. Bond's ambition has been to support UK NGOs to have the greatest collective impact on UK government and European positioning as possible.

We continued to host the Beyond 2015 joint policy and advocacy group. In September 2014, Bond coordinated engagement around the UN General Assembly and hosted a UK send-off event of over 70 member organisations with the Parliamentary Under Secretary of State on key policy areas for the UN General Assembly and ambitions for the post-2015

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framework. In New York, during the UN General Assembly, Bond hosted a roundtable event for UK NGOs with the UK Special Envoy, as well as supporting a high-level Beyond 2015 event for representatives from global regions to present their priorities and debate ways forward. At the political party conferences in autumn 2014, the Beyond 2015 group produced a briefing paper for MPs which was discussed in the House of Lords debate in December 2014.

Bond published two policy papers on the Sustainable Development Goals, convened two thematic cross-Whitehall roundtables on inequalities and environmental sustainability, and worked with NIDOS on an event in Glasgow with Scottish civil society and government representatives. The policy paper on environmental sustainability and the Sustainable Development Goals provides an example of how Bond has woven climate change (a key concern of many of our members) issues into its policy work.

Bond regularly convened members on emerging campaigns and activities, and promoted collective engagement. The UK Envoy on post-2015 spoke at several Bond events to update on the UN's Open Working Group activities (on whose draft reports Bond produced analysis), as well as joining a post-2015 panel discussion at the Annual Conference 2014.

Bond supported the founding of action/2015 as a global mobilisation campaign, which launched globally in January, with over 1,000 civil society organisations participating in over 120 countries around the world. Bond convened over 70 organisations to come together behind action/2015 in the UK taking part in activities to engage parliamentary candidates in the run up to the general election.

Bond has also been working with The Climate Coalition on joint influencing during the build up to both the 2015 UN General Assembly and the UN Climate Change Conference.

Bond has proved itself to be a credible route to engagement with the sector on the post-2015 policy agenda, with significant success in convening members and providing the UK government, the EU and the international post-2015 processes with a clear route for dialogue and engagement with UK NGOs. In addition Bond-generated analysis has been widely used by parliament, the media and beyond.

#### **Campaigning effectiveness**

*Actively support members to further improve campaigning effectiveness, creativity and reach, and develop the capacity of Bond as an effective and credible campaign convenor.*

Bond members were keen to come together to discuss re-building our movement and campaigning effectiveness. We have undertaken a number of ad-hoc activities around this work, including a successful and well-received campaigning strand at the Annual Conference 2014, a number of breakfast briefings on a variety of topics, and the launch of the Campaigning Together pages on the website. Bond has also undertaken a number of speaking and training engagements with members. We plan to develop an overarching strategy for this work in 2015-16.



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### 3. Strengthening the sector

*By equipping organisations, partners and their staff with appropriate tools, skills and knowledge, Bond contributes to building a more effective, robust and sustainable sector.*

#### Effectiveness services

*Maintain existing and develop additional services (information, advice, resources, training, consultancy, and learning opportunities) to enable members and other NGOs and the individuals who work in them (including leaders) to be more effective.*

This year, Bond achieved an increase in training numbers overall from 961 last year to 1,099 (in 388 organisations) this year. Numbers on open training courses remained steady at 647 this year compared to 649 last year though recruitment to open training was challenging. There was 50% growth in bespoke, in-house training. This increase was due to a combination of increased demand from Bond members and more proactive promotion of the services on offer. The quality of training was maintained as Bond revised and updated a number of courses (eg on *Putting Value for Money into Practice* and *Participation: Principles, Tools and Approaches*). 99% of participants reported an increase in personal knowledge and confidence as a result of training. This performance was in spite of a number of other training providers reporting a challenging year as organisations faced financial constraints and reduced spending on training.

930 people participated in Bond's networking and events on strengthening the sector, surpassing the target of 440, and a large increase from last year. There was growth in participation across all working groups, but the large growth in the size of the Annual Conference in November 2014 was responsible for most of the increase. Three of the six conference strands were related to effectiveness issues and the conference had over 900 attendees compared to 500 in 2013. This cohort of attendees included an increased number of senior NGO staff and represented almost 300 organisations. The creation of the Ebola Response Hub and two related working groups also contributed to this, as they attracted different categories of staff to other Bond groups and events. Groups and events are a less intensive form of engagement than training, but 93% of participants nonetheless reported gaining knowledge, skills or confidence as a result. Bond has also joined the Steering Committee of the PPA (Programme Partnership Arrangements) Learning Partnership, co-chaired the Beneficiary Sub-group, and actively participated in the Institutional Effectiveness Learning Group. In particular, Bond shares experiences of supporting such groups and is beginning to work on sharing learning between PPA groups and the wider Bond membership.

#### Evidence and learning

*Provide support to members and other NGOs, promote dialogue with research institutions and enable the development of networks and infrastructure to improve the accessibility, creation and use of evidence to inform organisational learning and action for change.*

By the end of the year, 251 Bond members (of whom 53 were small organisations spending less than £500,000 per year) and an additional 134 non-members had made use of Bond's and NIDOS' effectiveness tools and services. The tools and services included:

- The Impact Builder: to help organisations identify what results to measure and how
- The Evidence Principles: a checklist for assessing the quality of evidence generated
- The Health Check and NIDOS Effectiveness Toolkit: organisational capacity-assessment tools (with the NIDOS tool particularly suited to smaller organisations), including indicators on monitoring and evaluation, organisational learning and feedback from partners and beneficiaries
- The Monitoring, Evaluation and Learning Working Group: for peer exchange and learning

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We enhanced our provision of support on greater effectiveness to members with new resources this year, including signposting organisations to key resources to help improve scores on the Health Check, a new guide to Impact Evaluation for Commissioners and Managers, and a collated set of resources specifically for small NGOs. Links were developed with the academic community and professional evaluators through active participation at the African Evaluation Association, European Evaluation Society and UK Evaluation Society conferences, and through direct engagement with universities and research institutes.

In an effort to “practice what we preach”, we also invested in enhancing the monitoring of our own work, with a particular emphasis on getting feedback from our users. We have also begun a two-year case study research programme with research consultants INTRAC, looking at how engagement with Bond and NIDOS effectiveness services effects change in organisational practices to improve effectiveness. Learning to date has shown that use of the Health Check and Evidence Principles in particular tend to lead to improvements in organisational practices. Areas for improvement include getting leaders from organisations more engaged (in addition to focusing on technical staff), and working more with donors, as both these groups are key in determining whether effectiveness is appropriately resourced and valued.

#### **Transparency**

*Promote greater transparency and accountability in members and other NGOs by supporting them to publish activities and results through IATI and by developing infrastructure and support to encourage publication and use of data and results.*

We continued to support UK NGOs to publish to the International Aid Transparency Initiative (IATI). By the end of March 2015, 170 UK-based NGOs (53% of all publishers to IATI worldwide) plus 34 non-UK-based NGOs had shared information on their activities using the International Aid Transparency Initiative open data standard, having received support from Bond. This significantly exceeded our annual target for this work.

Bond’s transparency support to NGOs included free monthly one-day IATI workshops for NGO staff members new to IATI, one-to-one technical support by phone, email or face-to-face and online self-service support via the website. DFID’s fund managers also refer organisations directly to us for support. Bond’s IATI support has been well received by NGOs. 76% of users scored it 7 or above out of 10 for “usefulness”, and 49% of users said Bond’s support led to “some” or “systematic” change in organisational practices, in terms of making information public via IATI.

In 2015-16 the focus will be on increasing the usefulness of UK NGO IATI data, both to NGOs themselves and others who have an interest.

Throughout the year, Bond has worked with other national platforms on IATI, particularly Partos in the Netherlands and InterAction in the US and has offered support to platforms in countries where the government is considering making IATI a mandatory part of receiving an institutional grant, such as Belgium. Bond participated in Open Development Camp in the Netherlands in October 2014, which brought together the global open development data community including the UN and civic technologists. In October we also attended the IATI Steering Committee, together with our colleagues at Transparency International and Publish What You Fund, to represent the interests of civil society organisations within the initiative, alongside OECD donor and partner country governments.

In 2015-16 the focus will be on continuing to work internationally with civil society on IATI, to encourage collaboration and exchange of ideas between national platforms.

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Bond and NIDOS' new Transparency Review, looking at the openness of organisations' websites, has proved very popular, with 43 Bond members and 6 NIDOS members signing up to the first (pilot) cohort in Autumn 2014. In subsequent monitoring, 33% of the participants in the first cohort gave evidence of organisational changes following receipt of their Transparency Review report, mainly focused on adding content to their websites and broadening or otherwise revising their organisational transparency policies. We have ensured that the learning from the pilot round has informed the design of the first official round which will take place between April and June 2015.

In August 2014, Bond, together with NCVO and the Charity Finance Group and our smaller members, responded to the Charity Commission consultation on proposed changes to the Commission's reporting requirements, calling for changes to be proportional to the size of the organisation, and ensuring that the focus was on public accountability rather than political expediency.

#### **Funding**

*Provide members and other NGOs with information about funding trends and opportunities, and develop ways to help funders to engage with Bond's effectiveness programme and exhibit good funding practice.*

Funding and fundraising continues to be of great interest to our members. The Funding Working Group is the largest of Bond's Working Groups, and held several major meetings throughout the year. Donors including DFID, Comic Relief and the Big Lottery Fund engaged with the sector via these events. Furthermore two other working groups related to income generation have grown in popularity and in activity: the EC Funding Working Group and the new Commercial Contracts Working Group. The group focussing on contracting has been particularly successful, with more than eight meetings over the year, and a full-day workshop with DFID's Procurement Team offering great opportunities for insight and advocacy.

Bond has continued to further its relationship with DFID on funding issues, with Bond and Mango attending regular tri-annual meetings at DFID's office in East Kilbride. Bond was asked to input into the design of DFID's Payment by Results monitoring and evaluation framework after the publication of our own guidance in this area. Our publication has been cited by DFID, but also by the Centre for Global Development, and other donor agencies such as the Swedish International Development Corporation. On behalf of grant-holders, we undertook a survey of programmes that utilise fund managers, which has influenced the Terms of Reference for future outsourced fund-managers. Contribution of Bond to developing UK Aid Direct includes Bond organising a learning seminar between DFID staff managing the programme and potential applicants.

Promoting effective fundraising practice has led to some initiatives that will support the whole sector. The Full Cost Recovery Benchmarking study that Bond is undertaking with Mango has exceeded its target for uptake of the service, helping to develop UK NGOs and funders understand the real costs of development work. The work on the distinctive contribution of UK NGOS to development was based around our work on strategic funding, and the funding and resourcing recommendations made as part of this project will continue to be developed to inform our ongoing Futures work.

#### **Sector effectiveness**

*Implement new programmes with members, including Futures and support for small NGOs, to help the sector to better demonstrate value and anticipate change.*

One significant area of new work this year was Bond's Development Futures initiative. The work aims to prompt, challenge and support UK INGOs to consider how external trends may affect their work and strategic positioning. The project this year included hosting meetings with senior NGO leaders and other thought-leaders, facilitating a discussion with the DFID/INGO Learning Partnership Group on Institutional Effectiveness, and developing resources to help organisations

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incorporate strategic foresight in their work. In February 2015, Bond also produced *Tomorrow's World*, a discussion paper which informed a dialogue with members, opinion-formers and academics, culminating in a submission to DFID in April 2015 on how UK INGOs think DFID should engage with civil society over the next decade.

Under this objective, we also made a concerted effort to increase engagement with Bond's smallest member organisations. These organisations often struggle to engage with Bond effectiveness services due to constraints in staff time and budget. Efforts included more proactive promotion to small NGOs of existing tools and services, more conscious adaptation of new services to small NGO needs (for example, the online Transparency Review was free and carried out by Bond staff). Across all training and effectiveness services the number of users among small organisations increased over the year from 37 to 90 organisations. This constitutes 41% of all small NGO members, compared to 63% of the total membership. We developed another initiative – KoLab - to support promising Small NGOs to develop through an "accelerator" process, with Oxfam, the Young Foundation and Nesta, for which funding will be sought in 2015/16.

We continued to develop links with academics and other researchers in order to help the supply and demand of better research evidence, and to help each side understand the other's incentives, language and expectations. This included presentations for the Economic and Social Research Council and various universities, and a collaboration with Sheffield Hallam University on the 100 most important research questions for development.

### **Financial Review**

Despite the later than expected timings on the receipt of restricted funding causing a reduction in the overhead recovery, the increase in unrestricted income resulted in a net fall in unrestricted reserves of just £13k for the year. Restricted reserves rose by £398k to £802k following the receipt in the year of £418k from the Bill and Melinda Gates Foundation and £429k from the European Commission (EU) for which the substantial part of the work will be carried out in the current year.

#### **Unrestricted funds**

Unrestricted income of £1,335k and expenditure of £1,348k produced a deficit of £13k for the year. This, added to the brought forward balance of £366k resulted in an unrestricted fund balance of £353k.

Membership continued to grow, with income from membership fees increasing by 6% to £562k (2014: £530k), in all total members grew during the year by 12% to 453 (2014: 410).

The Learning and Training programme generated income of £398k (2014: £338k) with direct costs of £361k (2014: £257k). Although this programme still does not cover its fully absorbed costs, the fully absorbed deficit was £21k (2014: £15k) for a much utilised service for members and non-members alike.

Advertising and sponsorship income grew by 16% to £371k (2014: £321k) and covered 65% of the fully absorbed membership and communication costs of £564k (2014: £529k). This considerable achievement was helped by the huge success of the Bond Annual Conference, with the support of members, exhibitors and sponsors.

Bond spent a further £195k of unrestricted funds on its advocacy work (2014: £86k), £54k on its effectiveness programme (2014: £14k) and £10k on governance (2014: £16k). A further £3k (2014: £6k) was generated in investment income reflecting the continued poor returns on cash deposits.

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##### **Restricted funds**

During the year, Bond was in receipt of restricted funding totalling £2,014k (2014: £1,781k), being £476k from the Bill and Melinda Gates Foundation (2014: £960k), £1,032k from DFID (2014: £696k), £429k from the EC, £40k from Comic Relief and £37k from Bond's members. By the end of the year, a total of £802k (2014: £403k) was carried over for spending in future years.

The year saw the completion of the three-year grant from the Bill and Melinda Gates Foundation supporting Bond's work to provide UK based international development NGOs with leadership, support and coordination and to increase the effectiveness of their common advocacy. A new three-year programme of work started later than expected in February 2015 with income of £418k being recognised and £30k spent. The balance of £388k remaining has been carried over to next year.

Bond entered the second year of its grant from the Department for International Development of £2,708k over a three-year period to further Bond's work in driving forward developing its Effectiveness Programme, increasing the transparency of the sector and joint civil society action for positive EU and international development policy and a global post-2015 development framework. During the year, £1,032k was received for this work and a total of £1,103k spent. A balance of £43k spent has been carried over to next year.

In November 2014 the European Commission awarded Bond an eighteen month grant to be the UK coordinator for the European Year of Development, £429k was received and £59k spent with a balance of £369k carried over to the next year.

Comic Relief contributed £40k towards developing the effectiveness programme, adding to the £21k received from Bond members, £68k was spent leaving a balance of £81k carried over to next year. A further £16k was received from Bond members to finance a post delivering work surrounding anti-corruption with an all-party parliamentary group of MPs.

##### **Balance Sheet**

Total funds amounted to £1,155k (2014: £770k) and comprised of unrestricted general funds of £289k (2014: £289k), designated funds of £64k (2014: £62k) and restricted funds of £801k (2014: £403k).

Debtors amounted to £512k and related in the main to unpaid membership fees billed in March for the next financial year and some unpaid training fees. Creditors of £770k included £581k in deferred membership income and training fees.

Cash and short term deposits of £1,349k (2014 £921k) reflected the level of unspent restricted funds coupled with income deferred at the end of the year.

Bond's reserves policy states that its free reserves (calculated as the unrestricted reserves less designated funds) should cover a minimum of six weeks and a maximum of three months of budgeted unrestricted expenditure, with a targeted level of ten weeks. The policy also states that this should be reviewed periodically with a view to building reserves further. The unrestricted free reserves of £289k represented 10 weeks (2014: £305k representing 10.5 weeks) of budgeted unrestricted expenditure. The Trustees consider the level of reserves to be adequate in light of the financial risks being undertaken and consistent with the reserves policy.

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### Next Year

The Board has approved a budget for 2015-16 with some ambitious targets. Improvements made to systems, processes, the IT infrastructure and recruitment of staff will be built on and the teams arranged to increase the funding from unrestricted sources. The year ahead is set for an expansion of the Annual Conference into a two day event, the addition of other sector-wide events, the expansion of the consultancy and in-house training services and growth in membership.

The challenge still remains in raising sufficient funds in the future, especially restricted funds, to deliver the full range of Bond's charitable mission. So far, Bond has been successful in achieving its fundraising targets and efforts will be made in maintaining current levels of grant funding for the foreseeable future.

### Plans for 2015-16

#### Connecting for change

- **Integrated communications strategy:** By the end of 2015/16 we will have in place a new approach to integrated communications across the organisation, delivering clear and consistent messaging; supporting Bond to reposition and strengthen its brand profile with members and other key stakeholders.
- **Media relations:** By the end of 2015/16 by undertaking both proactive and reactive media work we will begin to shape public perceptions of development, and raise the profile of Bond's own activities and services, and promote members.
- **Community building:** By the end of 2015/16 a clear way of working will be established for how Bond works with member communities, ensuring that we connect and engage more members through our new website, social media, My Bond and working groups, and provide improved opportunities to share content, resources, learning and networking.
- **Events and training:** By the end of 2015/16 we will have delivered a two-day Annual Conference to multiple audiences; our approach to integrated events planning will enhance our formal training offering, improve the quality of the learning experience, broaden content, simplify the customer journey, maximise revenues and make better use of internal resources.
- **Member insight and service delivery:** By the end of 2015/16, significant work will have been completed on our approach to member and other stakeholder management, including a complete review of the CRM. This will improve insight on - and service provision to - members, non-members and commercial partners, which will increase the numbers of members and improve member retention.
- **Paid for services:** By the end of 2015/16 we will establish a coherent set of services built around a clear commercial proposition that deliver value to members, as well as connecting members with supporters of the sector increasing our ability to generate unrestricted income from consultancy, sponsorship, advertising and exhibitions.

#### Strengthening our influence

- **Results and performance:** By the end of 2015/16, we will have supported a cohort of INGOs to design and implement better monitoring and evaluation frameworks and use the learning and evidence to improve performance.
- **Individual and organisational capability:** By the end of 2015/16 we will have supported a cohort of INGO staff to improve their skills, knowledge and confidence, and build their capacity to effect organisational change.

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### Report of the trustees

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- **Transparency and accountability:** By the end of 2015/16, we will have helped Bond members to become more transparent and improve accountability to their stakeholders.
- **Funding policy and practice:** By the end of 2015/16 we will have secured a more effective funding landscape by helping donors and those seeking and managing funds to improve their practice.
- **Adapting for the future:** By the end of 2015/16 we will be supporting members' strategic decision-making, adaptation and innovation with a clear, dynamic and attractive Futures offering.

#### Maximising our influence

- **Secure ambitious global frameworks:** By the end of 2015/16, we will have implemented a multi-faceted influencing strategy that secures members' key asks within the Financing for Development agreement and the SDG framework, and that begins to hold policy makers accountable to these commitments.
- **Members adopt new narrative:** By the end of 2015/16, we will have defended the space for members' influencing and targeted members will have adopted a new narrative approach in their external communications to build greater, more vibrant public support for development.
- **Strengthen aid quality and quantity:** By the end of 2015/16, we will have worked with members to influence decision makers to deliver high quality and effective ODA financed at 0.7% of GNI, in addition to other forms of finance.
- **Reduce poverty and inequality:** By the end of 2015/16, we will have developed a coherent influencing strategy focusing on critical emerging 'beyond aid' issues - including private sector - through consulting extensively and working in alliance with key stakeholders in the sector.
- **Elected representatives support development:** By the end of 2015/16, we will have used the general election to secure commitments to development from candidates and nourished development champions across political parties throughout the rest of the year.

#### Enabling internal effectiveness

- **2016-2021 strategy:** By the end of 2015/16 a new five year strategy will have been developed through a consultative process and signed off at the AGM. Plans will be in place for implementation.
- **Revenue generation:** To reflect a growth budget including increased restricted and unrestricted income.
- **Restricted fundraising:** By the end of 2015/16 we will have developed and implemented a grant fundraising strategy, and have developed warm leads.
- **Systems and processes:** By the end of 2015/16 we will have completed remaining work on internal effectiveness in order to increase productivity and quality of performance through improved systems, processes and behaviours, becoming an increasingly effective organisation.
- **Staff team and governance:** By the end of 2015/16 all staff and the Board will have engaged with transforming our culture to align with Bond's new organisational strategy and be adopting its values and ways of working to make Bond a truly high-motivation, high-performing organisation.

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#### **Statement of the trustees' responsibilities**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (United Kingdom Generally Accepted Accounting Practice) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

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

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2015 was 386 (2014: 350). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

#### **Auditors**

Sayer Vincent LLP was re-appointed as the charitable company's auditors during the year and has expressed their willingness to continue in that capacity.

The report of the trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 10 September 2015 and signed on their behalf by



Timothy Wainwright – Chair



## **Independent auditor's report**

### **To the members of**

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

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We have audited the financial statements of Bond for the year ended 31 March 2015 which comprise the statement of financial activities, balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

#### **Respective responsibilities of the trustees and auditors**

As explained more fully in the statement of responsibilities of the trustees set out in the report of the trustees, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. In addition, we read all the financial and non-financial information in the report of the trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the report of the trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or

## **Independent auditor's report**

**To the members of**

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

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

Catherine Sayer, Senior Statutory Auditor

26 October 2015

for and on behalf of Sayer Vincent LLP, Statutory Auditors

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

**Statement of financial activities (incorporating an income and expenditure account)**

**For the year ended 31 March 2015**

|  | Note | Restricted<br>£       | Unrestricted<br>£     | 2015<br>Total<br>£             | 2014<br>Total<br>£    |
|--|------|-----------------------|-----------------------|--------------------------------|-----------------------|
| <b>Incoming resources</b>                            |      |                       |                       |                                |                       |
| <i>Incoming resources from generated funds</i>       |      |                       |                       |                                |                       |
| Voluntary income                                     | 2    | -                     | 562,084               | <b>562,084</b>                 | 529,752               |
| Investment income                                    |      | -                     | 3,082                 | <b>3,082</b>                   | 5,789                 |
| <i>Incoming resources from charitable activities</i> |      |                       |                       |                                |                       |
| Advocacy and Representation                          | 3    | 1,287,276             | 1,241                 | <b>1,288,517</b>               | 1,185,778             |
| Effectiveness Programme                              |      | 711,267               | -                     | <b>711,267</b>                 | 561,486               |
| Learning and Training                                |      | -                     | 398,239               | <b>398,239</b>                 | 337,709               |
| Membership and Communication                         |      | 15,500                | 370,659               | <b>386,159</b>                 | 354,548               |
| <b>Total incoming resources</b>                      |      | <u>2,014,043</u>      | <u>1,335,305</u>      | <u><b>3,349,348</b></u>        | <u>2,975,062</u>      |
| <b>Resources expended</b>                            |      |                       |                       |                                |                       |
| Costs of generating funds                            |      | -                     | 105,362               | <b>105,362</b>                 | 109,937               |
| <i>Charitable activities</i>                         |      |                       |                       |                                |                       |
| Advocacy and Representation                          |      | 792,627               | 195,507               | <b>988,134</b>                 | 1,460,063             |
| Effectiveness Programme                              |      | 823,029               | 54,127                | <b>877,156</b>                 | 498,919               |
| Learning and Training                                |      | -                     | 419,416               | <b>419,416</b>                 | 352,777               |
| Membership and Communication                         |      | -                     | 564,477               | <b>564,477</b>                 | 529,067               |
| <i>Governance costs</i>                              |      | -                     | 10,001                | <b>10,001</b>                  | 16,103                |
| <b>Total resources expended</b>                      | 4    | <u>1,615,656</u>      | <u>1,348,890</u>      | <u><b>2,964,546</b></u>        | <u>2,966,866</u>      |
| <b>Net income/(expenditure) for the year</b>         |      | 398,387               | (13,585)              | <b>384,802</b>                 | 8,196                 |
| <b>Reconciliation of funds</b>                       |      |                       |                       |                                |                       |
| Total funds brought forward                          |      | <u>403,257</u>        | <u>366,593</u>        | <u><b>769,850</b></u>          | <u>761,654</u>        |
| <b>Total funds carried forward</b>                   |      | <u><u>801,644</u></u> | <u><u>353,008</u></u> | <u><u><b>1,154,652</b></u></u> | <u><u>769,850</u></u> |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12 to the financial statements.

**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

**Notes to the financial statements**

**For the year ended 31 March 2015**

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**1. Accounting policies**

a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).

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

c) Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

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

e) Membership income is recognised over the year to which it relates with the part relating to the next calendar year carried forward in creditors

f) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

g) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

h) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Costs of generating funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

j) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

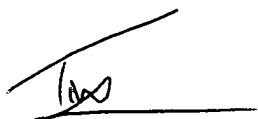
**Balance sheet**

Company no. 3395681

**31 March 2015**

|  | Note | £                | 2015<br>£               | 2014<br>£             |
|--|------|------------------|-------------------------|-----------------------|
| <b>Fixed assets</b>                            |      |                  |                         |                       |
| Tangible fixed assets                          | 8    |                  | <u>64,138</u>           | <u>62,019</u>         |
|  |      |                  | <u>64,138</u>           | <u>62,019</u>         |
| <b>Current assets</b>                          |      |                  |                         |                       |
| Debtors  | 9    | 511,802          |                         | 430,484               |
| Short term deposit                             |      | 100,684          |                         | 509,203               |
| Cash at bank and in hand                       |      | <u>1,248,495</u> |                         | <u>412,102</u>        |
|  |      | 1,860,981        |                         | 1,351,789             |
| <b>Liabilities</b>                             |      |                  |                         |                       |
| Creditors: amounts falling due within one year | 10   | <u>770,467</u>   |                         | <u>643,958</u>        |
| <b>Net current assets</b>                      |      |                  | <u>1,090,514</u>        | <u>707,831</u>        |
| <b>Net assets</b>                              | 11   |                  | <u><u>1,154,652</u></u> | <u><u>769,850</u></u> |
| <b>The funds of the charity</b>                | 12   |                  |                         |                       |
| Restricted funds                               |      |                  |                         |                       |
| In surplus                                     |      |                  | 845,140                 | 403,257               |
| In deficit                                     |      |                  | (43,496)                | -                     |
| Unrestricted funds                             |      |                  |                         |                       |
| Designated funds                               |      |                  | 64,138                  | 62,019                |
| General funds                                  |      |                  | <u>288,870</u>          | <u>304,574</u>        |
| <b>Total charity funds</b>                     |      |                  | <u><u>1,154,652</u></u> | <u><u>769,850</u></u> |

Approved by the trustees on 10 September 2015 and signed on their behalf by



Tim Boyes- Watson  
Treasurer

## British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)

### Notes to the financial statements

For the year ended 31 March 2015

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#### 1. Accounting policies (continued)

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

|                              |     |
|------------------------------|-----|
| Advocacy and Representation  | 26% |
| Effectiveness Programme      | 23% |
| Learning and Training        | 14% |
| Fundraising                  | 7%  |
| Membership and Communication | 29% |
| Governance                   | 1%  |

- l) Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.
- (m) Unrestricted reserves are transferred to restricted funds in projects where restricted funds are insufficient to cover committed activity costs.
- (n) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:
- |                                |  |
|--------------------------------|--|
| Computer equipment             | 33 <sup>1</sup> / <sub>3</sub> % per annum |
| Office furniture and equipment | 20% per annum (33 1/3% last year)          |
| Leasehold improvements         | 22.22% per annum                           |
- (o) Items of equipment are capitalised where the purchase price individually or as part of a group of items exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.
- (p) Investments held as fixed assets are revalued at market value at the balance sheet date. Any gain or loss for the period is taken to the statement of financial activities.
- (q) Transactions in foreign currencies are translated at rates prevailing at the date of transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the balance sheet date. Any gain or loss for the period is taken to the statement of financial activities.
- (r) The charity makes payments to defined contribution pension schemes on behalf of employees. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable to the funds during the year. The charity has no liability under the schemes other than the payment of those contributions.
- (s) Grants payable are charged to the statement of financial activities in the year in which the offer is conveyed to the recipient except in those cases where the offer is conditional. Such conditional grants are recognised as expenditure when the conditions attached are fulfilled.

**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

**Notes to the financial statements**

**For the year ended 31 March 2015**

**2. Voluntary income**

|                          | Restricted<br>£ | Unrestricted<br>£ | 2015<br>Total<br>£ | 2014<br>Total<br>£ |
|--------------------------|-----------------|-------------------|--------------------|--------------------|
| Membership subscriptions | -               | 562,084           | 562,084            | 529,752            |
| Total                    | -               | 562,084           | 562,084            | 529,752            |

**3. Incoming resources from charitable activities**

|                                     | Restricted<br>£ | Unrestricted<br>£ | 2015<br>Total<br>£ | 2014<br>Total<br>£ |
|-------------------------------------|-----------------|-------------------|--------------------|--------------------|
| <b>Advocacy and Representation</b>  |                 |                   |                    |                    |
| Grants                              | 1,218,762       | -                 | 1,218,762          | 1,185,778          |
| Member services                     | 68,514          | 1,241             | 69,755             | -                  |
| <b>Effectiveness Programme</b>      |                 |                   |                    |                    |
| Grants                              | 649,952         | -                 | 649,952            | 561,486            |
| Member contributions                | 61,315          | -                 | 61,315             | -                  |
| <b>Learning and Training</b>        |                 |                   |                    |                    |
| Training Fee Income                 | -               | 320,325           | 320,325            | 321,913            |
| Consultancy Fee Income              | -               | 77,914            | 77,914             | 15,796             |
| <b>Membership and Communication</b> |                 |                   |                    |                    |
| Grants                              | 15,500          | -                 | 15,500             | 33,822             |
| Events Income                       | -               | 165,536           | 165,536            | 118,031            |
| Advertising Income                  | -               | 205,123           | 205,123            | 202,695            |
| Total                               | 2,014,043       | 770,139           | 2,784,182          | 2,439,521          |

British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)

Notes to the financial statements

For the year ended 31 March 2015

4. Total resources expended

|                                   | Cost of<br>generating<br>funds | Advocacy and<br>Representation | Effectiveness<br>Programme | Learning and<br>Training | Membership and<br>Communication | Governance<br>Costs | Support Costs  | 2015<br>Total    | 2014<br>Total    |
|-----------------------------------|--------------------------------|--------------------------------|----------------------------|--------------------------|---------------------------------|---------------------|----------------|------------------|------------------|
|                                   | £                              | £                              | £                          | £                        | £                               | £                   | £              | £                | £                |
| Staff costs ( Note 6)             | 76,296                         | 428,528                        | 523,627                    | 156,948                  | 262,892                         | -                   | 194,160        | 1,642,451        | 1,266,469        |
| Events                            | -                              | 25,601                         | 5,451                      | 141,724                  | 97,252                          | -                   | -              | 270,028          | 228,697          |
| Services                          | -                              | 10,462                         | 11,215                     | 6,688                    | 68,857                          | -                   | 1,374          | 98,596           | 51,579           |
| Travel                            | -                              | 43,676                         | 6,579                      | -                        | -                               | -                   | 3,612          | 53,867           | 48,436           |
| Office rent and storage           | -                              | -                              | -                          | -                        | -                               | -                   | 119,633        | 119,633          | 107,501          |
| IT and communications             | -                              | 736                            | 34,627                     | -                        | 15,915                          | -                   | 21,457         | 72,735           | 179,362          |
| Membership and subscriptions      | -                              | 12,741                         | -                          | -                        | 683                             | -                   | -              | 13,424           | 29,756           |
| Office supplies and general costs | -                              | -                              | -                          | -                        | -                               | -                   | 30,746         | 30,746           | 28,205           |
| Bank charges                      | -                              | -                              | -                          | -                        | -                               | -                   | 3,428          | 3,428            | 3,610            |
| Professional fees                 | -                              | -                              | -                          | -                        | -                               | 3,740               | 420            | 4,160            | 19,391           |
| Consultancy                       | -                              | 339,466                        | 195,014                    | 55,925                   | -                               | -                   | 30,281         | 620,686          | 309,897          |
| Joint Campaign sub-grants*        | -                              | -                              | -                          | -                        | -                               | -                   | -              | -                | 648,337          |
| Research and development          | -                              | 15,835                         | -                          | -                        | -                               | -                   | -              | 15,835           | 13,847           |
| Depreciation & maintenance        | -                              | 5,000                          | 4,000                      | -                        | -                               | -                   | 7,824          | 16,824           | 23,901           |
| Bad debts                         | -                              | -                              | -                          | -                        | -                               | -                   | -              | -                | 5,855            |
| Trustees' meetings and expenses   | -                              | -                              | -                          | -                        | -                               | 2,133               | -              | 2,133            | 2,023            |
| <b>Total resources expended</b>   | <b>76,296</b>                  | <b>882,045</b>                 | <b>780,513</b>             | <b>361,285</b>           | <b>445,599</b>                  | <b>5,873</b>        | <b>412,935</b> | <b>2,964,546</b> | <b>2,966,866</b> |
| Support Costs                     | 29,066                         | 106,089                        | 96,643                     | 58,131                   | 118,878                         | 4,128               | (412,935)      | -                | -                |
| <b>Total resources expended</b>   | <b>105,362</b>                 | <b>988,134</b>                 | <b>877,156</b>             | <b>419,416</b>           | <b>564,477</b>                  | <b>10,001</b>       | <b>-</b>       | <b>2,964,546</b> | <b>2,966,866</b> |

\* See note 12 (b)



**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

**Notes to the financial statements**

**For the year ended 31 March 2015**

**5. Net incoming resources for the year**

This is stated after charging / crediting:

|                          | 2015<br>£ | 2014<br>£ |
|--------------------------|-----------|-----------|
| Depreciation             | 16,825    | 23,900    |
| Interest payable         | -         | -         |
| Operating lease rentals: |           |           |
| ▪ property               | 119,634   | 106,954   |
| Auditors' remuneration:  |           |           |
| ▪ audit                  | 7,350     | 7,200     |
| Trustees' remuneration   | Nil       | Nil       |
| Trustees' expenses       | 367       | 196       |

Trustees' expenses represents the costs of travel and subsistence costs to 2 (2014:2) members relating to attendance at meetings of the trustees. Trustees' indemnity insurance costs were £1,053 (2014 - £1,053).

**6. Staff costs and numbers**

Staff costs were as follows:

|                                      | 2015<br>£        | 2014<br>£        |
|--------------------------------------|------------------|------------------|
| Salaries and wages                   | 1,383,143        | 1,051,456        |
| Social security costs                | 124,788          | 110,209          |
| Pension contributions                | 51,807           | 39,502           |
| Other costs                          | 82,713           | 65,302           |
|                                      | <u>1,642,451</u> | <u>1,266,469</u> |
| Total emoluments paid to staff were: | <u>1,465,856</u> | <u>1,090,958</u> |

During the year, one employee earned between £70,000 and £80,000 (2014: one) and one employee earned between £60,000 and £70,000 (2014 - nil). Total employers' pension contributions for employees earning more than £60,000 totalled £5,213 (2014: £5,003).

The average weekly number of employees (full-time equivalent) during the year was as follows:

|                              | 2015<br>No. | 2014<br>No. |
|------------------------------|-------------|-------------|
| Advocacy and Representation  | 7.3         | 8.2         |
| Effectiveness Programme      | 4.0         | 4.0         |
| Learning and Training        | 6.7         | 4.6         |
| Membership and Communication | 10.2        | 6.3         |
| Support                      | 5.4         | 4.9         |
|                              | <u>33.6</u> | <u>28.0</u> |

**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

**Notes to the financial statements**

**For the year ended 31 March 2015**

**7. Taxation**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**8. Tangible fixed assets**

|                               | Leasehold<br>Improvements<br>£ | Computer<br>equipment &<br>software<br>£ | Office<br>furniture &<br>equipment<br>£ | Total<br>£            |
|-------------------------------|--------------------------------|--|---|-----------------------|
| <b>Cost</b>                   |                                |  |   |                       |
| At the start of the year      | 29,936                         | 47,023                                   | 39,479                                  | <b>116,438</b>        |
| Additions in year             | -                              | 14,565                                   | 4,379                                   | <b>18,944</b>         |
| Disposals in year             | -                              | -  | -                                       | -                     |
| At the end of the year        | <u>29,936</u>                  | <u>61,588</u>                            | <u>43,858</u>                           | <u><b>135,382</b></u> |
| <b>Depreciation</b>           |                                |  |   |                       |
| At the start of the year      | 4,714                          | 30,841                                   | 18,864                                  | <b>54,419</b>         |
| Charge for the year           | 6,653                          | 9,338                                    | 834                                     | <b>16,825</b>         |
| Disposals in year             | -                              | -  | -                                       | -                     |
| At the end of the year        | <u>11,367</u>                  | <u>40,179</u>                            | <u>19,698</u>                           | <u><b>71,244</b></u>  |
| <b>Net book value</b>         |                                |  |   |                       |
| <b>At the end of the year</b> | <u><b>18,569</b></u>           | <u><b>21,409</b></u>                     | <u><b>24,160</b></u>                    | <u><b>64,138</b></u>  |
| At the start of the year      | <u>25,222</u>                  | <u>16,182</u>                            | <u>20,615</u>                           | <u>62,019</u>         |

**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

**Notes to the financial statements**

**For the year ended 31 March 2015**

**9. Debtors**

|                | 2015<br>£      | 2014<br>£      |
|----------------|----------------|----------------|
| Other debtors  | 466,338        | 375,190        |
| Prepayments    | 38,444         | 34,892         |
| Accrued income | 7,020          | 20,402         |
|                | <u>511,802</u> | <u>430,484</u> |

**10. Creditors: amounts falling due within one year**

|                              | 2015<br>£      | 2014<br>£      |
|------------------------------|----------------|----------------|
| Trade creditors              | 131,123        | 61,516         |
| Taxation and social security | 41,738         | 33,647         |
| Accruals                     | 16,402         | 17,618         |
| Deferred income              | 581,204        | 531,177        |
|                              | <u>770,467</u> | <u>643,958</u> |

**11. Analysis of net assets between funds**

|  | Restricted<br>funds<br>£ | Designated<br>funds<br>£ | General<br>funds<br>£ | Total funds<br>£ |
|--|--------------------------|--------------------------|-----------------------|------------------|
| Tangible fixed assets                    | -                        | 64,138                   | -                     | 64,138           |
| Net current assets                       | 801,644                  | -                        | 288,870               | 1,090,514        |
| <b>Net assets at the end of the year</b> | <u>801,644</u>           | <u>64,138</u>            | <u>288,870</u>        | <u>1,154,652</u> |

British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)

Notes to the financial statements

For the year ended 31 March 2015

12. Movements in funds

|  | At the start<br>of the year<br>£ | Incoming<br>resources<br>£ | Outgoing<br>resources<br>£ | Transfers<br>£ | At the end<br>of the year<br>£ |
|--|----------------------------------|----------------------------|----------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>   |                                  |                            |                            |                |                                |
| (a) Bill & Melinda Gates Foundation<br>2011-2014                                     | 203,222                          | 58,423                     | 261,645                    | -              | -                              |
| (b) Bill & Melinda Gates Foundation<br>Joint Campaign                                | 23,690                           | -                          | 23,690                     | -              | -                              |
| (c) Bill & Melinda Gates Foundation<br>2015-2018                                     | -                                | 417,858                    | 30,095                     | -              | <b>387,763</b>                 |
| (d) GCAP UK (Make Poverty History)   | 4,432                            | -                          | 4,432                      | -              | -                              |
| (e) Collective Campaigning   | 284                              | -                          | -                          | -              | <b>284</b>                     |
| (f) APPG Coordinator   | 14,725                           | 15,500                     | 24,409                     | -              | <b>5,816</b>                   |
| <i><b>Effectiveness Programme</b></i>  |                                  |                            |                            |                |                                |
| (g) DFID 2010/11 old SFA   | 41,499                           | -                          | 41,499                     | -              | -                              |
| (h) Bond Members - Effectiveness   | 87,671                           | 61,315                     | 67,675                     | -              | <b>81,311</b>                  |
| (i) EYD(European Year of<br>Development)   | -                                | 429,250                    | 59,284                     | -              | <b>369,966</b>                 |
| <i><b>Advocacy and Effectiveness<br/>Supported by DFID Accountable<br/>Grant</b></i> |                                  |                            |                            |                |                                |
| (j) DFID AG 2013/16  | 27,734                           | 1,031,697                  | 1,102,927                  | -              | <b>(43,496)</b>                |
| <b>Total restricted funds</b>  | <b>403,257</b>                   | <b>2,014,043</b>           | <b>1,615,656</b>           | <b>-</b>       | <b>801,644</b>                 |
| <b>Unrestricted funds:</b>   |                                  |                            |                            |                |                                |
| <i><b>Designated funds:</b></i>  |                                  |                            |                            |                |                                |
| (k) Tangible fixed assets  | 62,019                           | 18,944                     | 16,825                     | -              | <b>64,138</b>                  |
| <i>Total designated funds</i>  | <b>62,019</b>                    | <b>18,944</b>              | <b>16,825</b>              | <b>-</b>       | <b>64,138</b>                  |
| <b>General funds</b>   | <b>304,574</b>                   | <b>1,316,361</b>           | <b>1,332,065</b>           | <b>-</b>       | <b>288,870</b>                 |
| <b>Total unrestricted funds</b>  | <b>366,593</b>                   | <b>1,335,305</b>           | <b>1,348,890</b>           | <b>-</b>       | <b>353,008</b>                 |
| <b>Total funds</b>   | <b>769,850</b>                   | <b>3,349,348</b>           | <b>2,964,546</b>           | <b>-</b>       | <b>1,154,652</b>               |

## British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)

### Notes to the financial statements

For the year ended 31 March 2015

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#### Purposes of restricted funds

**a) Bill & Melinda Gates Foundation 2011-2014**

Three year grant supporting Bond's work to provide UK NGOs with leadership, support and coordination to increase the effectiveness of their common advocacy, asks and messaging towards the UK Government on UK development policies, international positioning and aid (both quantity and quality).

**b) Bill & Melinda Gates Foundation Joint Campaign**

One year grant to deliver a joint campaign across the sector concentrating on global hunger. This campaign has been branded the IF Campaign and was completed by May 2014. This campaign has been delivered by a number of organisations participating in this campaign through sub-grants made by Bond.

**c) Bond Members - Joint Campaign**

Additional member contributions towards the joint campaign, branded the IF campaign.

**d) GCAP UK (Make Poverty History)**

Remaining funds from Make Poverty History were passed to Bond when the 2005 coalition ended.

**e) Collective Campaigning**

Funds received from members for activities in specific joint campaigns.

**f) APPG Coordinator**

Fund of member contributions towards work concerning anti-corruption measures in UK politics.

**g) DFID Effectiveness (old SFA)**

This is the funding supplied by DFID to cover Bonds work under the previous (2010-11) DFID Strategic Funding Agreement. The balance of this fund has been allocated to Bond's effectiveness work and will be utilised in 2014-15.

**h) Bond Members - Effectiveness**

The following Bond members have contributed funding to the Effectiveness Programme:

|                      |                  |              |
|----------------------|------------------|--------------|
| Cafod                | Practical Action | Worldvision  |
| Christian Aid        | Sightsavers      | Plan UK      |
| Islamic Relief       | VSO UK           | EveryChild   |
| Oxfam                | Wateraid         | Mercy Corps  |
| Action on Disability | Progressio       | Comic Relief |

**i) European Year of Development**

This is an eighteen month grant starting in November 2014 to act as the national coordinator to promote this EU event through activities and events to engage members and others on the role of the EU in development.

**j) DFID Accountable Grant 2013-16**

An accountable grant arrangement continuing the work around UK NGO Effectiveness, Transparency and shaping EU aid performance and for work concerning the Beyond 2015 framework to replace the Millennium Development Goals after 2015.

**British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)**

**Notes to the financial statements**

**For the year ended 31 March 2015**

**k) Purposes of designated funds**

In accordance with Bond's reserves policy, the estimated realisable value of Bond's fixed assets of £64,138 (2014 - £62,109) is identified as a designated fund, to distinguish these assets from those immediately realisable to contribute to Bond's operating costs, if required.

**13. Operating lease commitments**

The charity had annual commitments at the year end under operating leases expiring as follows:

|             | Property              |                       |
|-------------|-----------------------|-----------------------|
|             | 2015                  | 2014                  |
|             | £                     | £                     |
| 2 - 5 Years | <u>115,705</u>        | <u>106,954</u>        |
|             | <u><u>115,705</u></u> | <u><u>106,954</u></u> |

**14. Funds held on behalf of others**

In accordance with the SORP 2005, these transactions are considered to represent conduit funding and, as such, are not shown in the charity's statement of financial activities. Equally, amounts still to be disbursed by Bond at the year end are not shown on the balance sheet.

|                                | Put People First     |                      |
|--------------------------------|----------------------|----------------------|
|                                | 2015                 | 2014                 |
|                                | £                    | £                    |
| Funds at the start of the year | <u>15,363</u>        | <u>15,363</u>        |
| Funds at the end of the year   | <u><u>15,363</u></u> | <u><u>15,363</u></u> |

Funds held on behalf of these funds at 31 March are as follows:

|                              | 2015                 | 2014                 |
|------------------------------|----------------------|----------------------|
|                              | £                    | £                    |
| Creditors                    |                      | -                    |
| Cash at bank                 | <u>15,363</u>        | <u>15,363</u>        |
| Funds at the end of the year | <u><u>15,363</u></u> | <u><u>15,363</u></u> |

## British Overseas NGOs for Development (trading as Bond) (Limited by Guarantee)

### Notes to the financial statements

#### For the year ended 31 March 2015

#### 15. Related party transactions

Certain transactions have been carried out during the year with members of Bond. Membership requires a fee and in exchange, various services are given designed to improve the impact and quality of their work.

During the year, various grants were received from members of Bond, details of which are as follows:

|                                      |                                 | 2015          | 2014           |
|--------------------------------------|---------------------------------|---------------|----------------|
|                                      |                                 | £             | £              |
| <b>Grants received</b>               |                                 |               |                |
| Joint Campaign - note 12(c)          | Oxfam                           |               | 47,774         |
| APPG Coordinator - note 12(f)        | Global Witness                  |               | 10,000         |
| APPG Coordinator - note 12(f)        | Christian Aid                   |               | 8,000          |
| APPG Coordinator - note 12(f)        | Tearfund                        |               | 9,500          |
| APPG Coordinator - note 12(f)        | Transparency International (UK) |               | 2,000          |
| Effectiveness Programme - note 12(h) | Comic Relief                    | 40,000        | 40,000         |
|                                      |                                 | <u>40,000</u> | <u>117,274</u> |
| <b>Grants paid</b>                   |                                 |               |                |
| Joint Campaign - note 12(b)          | Oxfam                           | -             | 171,932        |
| Joint Campaign - note 12(b)          | Save the Children UK            | -             | 476,405        |
|                                      |                                 | <u>-</u>      | <u>648,337</u> |

During the year, Mango a member charity in which Tim Boyes-Watson our Treasurer and a Trustee is Executive Director, was commissioned by Bond to develop and deliver a number of workshops on value for money and cost recovery surveys for NGOs total payments of £15,798 (2014 - nil) were made.

#### 16. Contingent liability

Bond is a member of The Growth Plan with The Pension Trust, a multi-employer scheme. Following a change in pensions legislation in September 2005 there exists a potential debt that could be levied by the trustee of the Plan. The debt is due in the event of the employer ceasing to participate in the Plan, or the Plan winding-up.

The potential employer debt on withdrawal for Bond as at 30 September 2014 has been calculated as £37,931. As Bond has opted to remain with the Plan and continues to offer this to employees, the likelihood of the debt crystallising is remote.