

Company number: 3395681  
Charity number: 1068839

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

## **Report and Financial Statements**

**For the year ended 31 March 2014**

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

### Reference and administrative details

For the year ended 31 March 2014

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**Company No** 3395681

**Charity No** 1068839

**Registered office and operational address** Regent's Wharf  
8 All Saints Street  
London  
N1 9RL

**Trustees** Trustees, who are also directors under company law, who served during the year end up to the date of this report were as follows:

Dominic White (Chair)	WWF	
Tim Boyes-Watson (Treasurer)	Mango	
Christine Allen Dench (Vice Chair)	Christian Aid	
Timothy Wainwright (Vice Chair)	ADD International	Appointed 5/11/13
Alison Cairns	Unilever	
Rose Caldwell	Concern Worldwide (UK)	
Michael Hammer	One World Trust	
Louise James	Accenture	
Charles Kazibwe	Transform Africa	
Nicola Macbean	The Rights Practice	
Koy Thomson	Children in Crisis	
Sue Turrell	Oxfam (GB)	Resigned 5/11/13
Jessica Woodroffe	Gender & Development Network	

**Principal staff** Benjamin Jackson Chief Executive  
Paul Butler Company Secretary

**Bankers** Unity Trust Bank  
Nine Brindleyplace  
Oozells Square  
Birmingham  
B1 2HB

**Auditors** Sayer Vincent LLP  
Chartered accountants and statutory auditors  
8 Angel Gate  
City Road  
London  
EC1V 2SJ

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

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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

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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	HelpAge 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)

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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)

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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)
	The Organisation of Sierra Leone Healthcare Professionals Abroad
Scottish Catholic International Aid Fund	The Rainforest Foundation UK
	The Rights Practice
Selby Trust	The Salvation Army (International Development Department)
Self Help Africa	The Tibet Relief Fund of the United Kingdom
Send a Cow	The Toybox Charity
	The Vegan Society
Sense International	The Welfare Association
Shared Interest Foundation	Theatre for a Change
Sheffield Institute for International Development	Think Global
Sickle Cell and Young Stroke Survivors	Tools for Self Reliance
Sierra Leone Diaspora Development Foundation	Top Foundation
Sightsavers	Trades Union Congress Aid
Signal	TRAID
SIKAT - Helping Children Develop	Traidcraft Exchange
Skillshare International	Transfer of Appropriate Sustainable Technology
SolarAid	Transform Africa
Somali Relief and Development Forum	Transparency International UK
SOS Children's Villages UK	TREE AID
SOS Sahel International UK	Trocaire
Sound Seekers	Tropical Health and Education Trust
Stakeholder Forum for a Sustainable Future	Trust for Africa's Orphans
Stamp Out Poverty	
STARS Foundation	
Stop AIDS	

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

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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 2014**

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The trustees present their report and the audited financial statements for the year ended 31 March 2014.

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 2013-14. During the year, Bond focused its activities across thirteen main objectives.



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

### **Report of the trustees**

**For the year ended 31 March 2014**

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## **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.

### **Strengthening Bond's brand profile.**

*Increase and improve Bond's brand profile amongst members and key stakeholders, so as to help drive the take-up of services, collaboration through Bond and unrestricted organisational income growth.*

An extensive communications and services review identified ways to improve the clarity and relevance of what Bond provides to members, deepen Bond's relationship with members and key stakeholders and improve our range of services to ensure their relevancy, usefulness and quality. Although most of the recommendations will be implemented in 2014-15, several new areas of work – including the Bond Awards, connecting with diaspora and academic communities and upgrading our website – were delivered, helping to extend Bond's position in the sector.

We published *The Networker* magazine and other key publications including policy positions, manifestos and reports, leaflets promoting our effectiveness services and campaign evaluations. Anecdotal evidence showed our publications are well regarded both in the UK and with our international counterparts. Many publications involved collaboration with development professionals both in and outside the membership.

The Bond Annual Conference was transformed, growing in size and stature to 600 delegates (up from 280 in 2012), 30 exhibitors (up from 12 in 2012), 80 speakers and 22 concurrent sessions running throughout the day. We secured more high-profile speakers than ever before including Theo Sowa (Chief Executive, African Women's Development Fund), Jeff Raikes (CEO, Bill and Melinda Gates Foundation) and Kevin Watkins (Director, ODI). Several speakers and delegates came from overseas, helping to raise the status of the event, extend Bond's reach beyond the UK sector and realise our ambition for the conference to become a must-attend event for the development sector.

### **Helping members innovate and collaborate better for the future.**

*Develop a new programme to support NGO leaders to shape organisations that innovate to reduce poverty into the future, and promote more effective collaboration amongst members.*

For some time, Bond has recognised that the international development NGO sector is facing a turning point, with both global changes and shifts in the UK / traditional donor country context driving the need for change. These growing trends may mean that if international development NGOs want to continue to help poor countries progress in their fight against poverty, they, and the structures in which they operate, may need to change fundamentally.

In response to this, towards the end of the year, we recruited a Futures Programme Manager to lead the newly created Futures Programme and develop a more detailed strategy for both the programme and member engagement with it. We expect the programme to be rolled out towards the end of the 2014/15 financial year.

The website was completely refreshed with a new design, navigation and content to enhance the user experience and attract and sustain new visitors. The new look and feel helped fuel a significant increase in the number of visitors to the site, up 23% to over 50,000 visits per month. My Bond, our online community, was launched and is used regularly by members, including Bond's 23 working groups who use the platform to communicate with each other. By March 2014, there were over 3,000 visits to My Bond per month, a 400%

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

### **Report of the trustees**

#### **For the year ended 31 March 2014**

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increase on the previous year. Our Twitter and Facebook audiences also increased significantly: by year end, we had 3,700 followers on Twitter (up from 2,500 last year) and 1,700 'likes' on Facebook (up from 676). Over 27,500 people are signed up to receive one or more of our e-bulletins (up from 16,000).

The 23 working groups cover issues ranging from EU policy, environment, disability, child rights and organisational effectiveness. Many were very active throughout the year, holding regular meetings with relevant government departments and officials including DFID, DECC and the International Development Committee, writing letters to government ministers to raise concerns about specific areas of government policy and providing evidence to enquiries. Several new groups, focused on technology, faith campaigning, transparency and monitoring, evaluation and learning, were set up in response to renewed interest by members in these areas.

Towards the end of the year, we initiated new programmes of collaboration with UK diaspora and academic communities – two audiences with whom Bond has had less working partnership in the past. There appeared to be a mutual appetite for closer engagement and collaboration, which will be developed in 2014-15. Twenty diaspora-based international development organisations took up the offer of a trial membership and we were involved in a series of events which brought NGOs and academics together.

#### **Revitalising the set of services we offer.**

*Increase the take up and impact of Bond services across all sizes and types of members through a restructured and revitalised service offering.*

Bond's suite of products and services - training, consultancy, advertising, EC funding advice line, effectiveness tools, conference and engagement with the IF campaign – were promoted in our regular communications throughout the year. By the end of the year, 40 per cent of Bond members had participated in three or more Bond activities from a set of seven, an increase of 11 per cent on the previous year.

We created the Bond International Development Awards, a unique opportunity to promote the achievements of members to a wider audience. The awards received 30 high quality entries from across the membership. The four awards judges were well-respected figures from international development. Over 100 people attended the awards ceremony and we attracted media coverage in The Guardian and Charity Times, which helped to profile Bond and the winning entries to new audiences – and it was promoted extensively through social media. We subsequently promoted widely the winners and shortlisted entries in Bond communications.

## **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.

#### **Ensuring a wide range of members could participate and shape the IF campaign in order to maximise its impact on hunger during the year the UK hosted the G8 Summit.**

*Ensure the IF campaign is accountable to the wider IF Campaign membership, its funders, and its representative Board of members; deliver specific policy and campaign activity; deliver an effective and used monitoring and evaluation framework, and ensure the campaign ends well, leaving a legacy of improved international development commitments and a positive basis for future NGO collaboration.*

Bond played an important role behind the scenes helping facilitate the development and implementation of the *Enough Food for Everyone...IF* campaign, which sought to mobilise the UK public to take action towards ending global hunger during the year the UK hosted the G8 Summit. As Chair of the IF Board and a member of the

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

### **Report of the trustees**

#### **For the year ended 31 March 2014**

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Organising Committee, we played an important part in ensuring strong and effective campaign decision-making processes and kept wider IF campaign coalition members connected through regular Assembly meetings and updates. As a result of our outreach, almost half of the 214 campaign members were Bond members. We were especially active around the Nutrition for Growth official G8 event and the G8 Heads of Government Summit itself in June. This included Bond's Chief Executive on behalf of the IF Campaign:

- Leading a delegation to meet with Prime Minister David Cameron on the eve of the Summit in Northern Ireland to ensure issues of global tax dodging and land transparency were high on the agenda;
- Chairing the NGO conference on nutrition, which was attended by more than 100 people
- Joining Secretary of State for International Development Justine Greening MP to speak at the DFID/ CIFF reception to launch the Nutrition for Growth intergovernmental event.

In addition, we led the monitoring, evaluation and learning element of the campaign, which included commissioning a comprehensive and independent campaign evaluation and developing a range of learning resources. Both are available on the Bond website.

#### **Co-ordinating the UK's 'Beyond 2015' work and helping to shape European and global campaigning on the post-2015 agenda.**

*Build Bond's networks, positioning and campaigning capacity to influence the process of negotiations on Beyond 2015 to ensure the final outcome in 2015 helps alleviate global poverty; and work to ensure the MDGs are reached.*

Since establishing the Bond Beyond 2015 UK Group in 2012, we have consolidated our position as a key facilitator of civil society efforts to shape a bold post-2015 framework, both in the UK and the global context. This year we delivered a comprehensive programme of work with over 40 engagements with key decision-makers including senior DFID officials and ministers, EU institutions and UN representatives. Highlights included an event co-hosted with DFID with the UN Ambassador to Finland and co-chair of the UN's Intergovernmental Committee of Experts on Sustainable Development Financing and a high-level event with Secretary of State Justine Greening and a Senior Assistant to the President of Nigeria on MDGs, attended by over 150 Bond members.

We convened a series of cross-Whitehall thematic events ahead of the UN Open Working Group on Sustainable Development Goals meetings and also hosted meetings with the Shadow International Development Team. We coordinated member engagement with government throughout the year and particularly around the UN General Assembly meetings in September 2013, including an event in New York with the newly appointed UK Special Envoy on post-2015. We also developed a series of post-2015 briefings for parliamentarians and 65 Bond members participated in the creation of a thematic paper on 19 different issues. Internationally, Bond also helped convene a 'political café' style event in Nairobi with representatives of the Kenyan Parliament, DFID in Kenya and local NGOs and participated in an international roundtable in Panama attended by DFID, other donors and senior UN officials.

#### **Developing and delivering a strategy to build the capacity of our members to deliver impactful campaigns.**

*Build capacity within Bond to enable Bond members to improve their campaigning skills and techniques, and to encourage and enable joint campaigns across the sector.*

Bond established a members' campaigning forum and worked with more than 30 campaigning experts to produce 'Campaigning Together', a series of 20 online resources that form part of an ongoing programme of work on campaigning effectiveness. We developed a campaigning seminar series, which will start in May 2014,

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

### **Report of the trustees**

#### **For the year ended 31 March 2014**

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to complement these resources. A comprehensive campaigning effectiveness programme will be developed in 2014-15.

#### **Enabling our members to engage the public more effectively on development issues.**

*Deliver a suite of impactful research on public support for aid and development. Publicise research across the sector and enable members to change their activities to become more impactful.*

In autumn 2013, we conducted research on public perceptions of poverty, international development and aid. The findings were presented at two sessions attended by 120 people at the Bond annual conference and 60 members signed up for future updates. The findings were subsequently tested at three workshops, attended by 70 academics, consultants and researchers, and campaigns, communications, fundraising and marketing representatives from more than 40 Bond member organisations. The discussions were a springboard from which to develop a shared understanding of some of the key challenges, opportunities and ideas for building deeper and broader public support for aid and development. In October 2013, working with 15 organisations from US, UK, France and Germany, Bond helped in establishing an international 'Narrative Project', convened by the Bill and Melinda Gates Foundation, as a collaborative effort to research, develop and trial new and more compelling ways to talk about aid and development with the public and dispel some of the myths which obscure clear public debate.

#### **Increasing political and parliamentary engagement with the development agenda.**

*Influence UK MEPs in the development of manifestos for the EU parliamentary elections. Develop a range of contacts that influence the UK manifesto development process for the 2015 General election. Ensure the solutions to global poverty are debated in Parliament and rise up the political agenda.*

We continue to help members engage with policymakers in both Westminster and Whitehall, including in DFID, No 10, FCO and the Cabinet Office, also building and strengthening strategic relationships to ensure cross-party parliamentary support for aid and development and effective dialogue between Bond, our members and officials in DFID and other key departments. In September/October 2013, we delivered an event at each of the main political party conferences, with Secretary of State for International Development, Justine Greening participated at the Conservative Party event. Bond also responded to the reshuffle of the Shadow International Development Team to establish a strong working relationship with the new MPs and staff to help our members..

We undertook a substantial piece of work following the Government's introduction of the 'lobbying bill'. From the outset, we raised strong concerns about key elements of the Bill which threatened to restrict the ability of our members to campaign for change in a non-partisan way to tackle the root causes of global poverty and place an unreasonable and diverting compliance burden on them. We worked closely with Bond members, parliamentarians of all parties and others to secure significant changes to the final legislation. We galvanised support from across the membership and - as part of the wider campaign - from over 130 NGOs across a range of issues. Over the six months we: held regular meetings with, and sent letters and submissions to, MPs and peers; provided regular policy briefings and updates for Bond members and parliamentarians, provided support to the Civil Society Commission on Democratic Engagement and submitted evidence to the London consultation sessions hosted by the Commission. As a result of the sustained actions of UK civil society organisations and networks, including Bond, key changes to the bill were won. We issued a response and analysis of the final bill, which was passed into law in January 2014. This will continue in 2014/15, where we will support members to understand the new law and guidance to ensure they can comply with the regulations while continuing to campaign on issues of concern to their mandates as charities.

#### **Maintaining the quantity and increasing the quality of UK aid and ensure UK development policy is focused on alleviating poverty.**

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

### **Report of the trustees**

#### **For the year ended 31 March 2014**

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*The government does not drop its commitment to 0.7%; aid is not diverted to the military or other departments; UK aid remains focused on poverty reduction. DFID's development policy remains focused on poverty reduction, including within international fora, and DFID makes progress on its aid effectiveness/quality commitments.*

In the 2013 budget, the UK government confirmed that it would deliver its commitment to spend 0.7% of GNI on aid, a promise that was confirmed in the 2014 budget. Following the 2013 budget, Bond continued to monitor aid levels and responded to all 0.7% announcements, including the Queen's Speech and the autumn statement on government spending plans.

Bond also delivered a programme of work to monitor the quality of UK aid, including the coordination and submission of evidence to four important official inquiries: DFID's Multilateral Aid Review, the International Development Committee's (IDC) inquiry on the Future of Development (financing), its review of Independent Commission for Aid Impact (ICAI) and its review of DFID's annual report. In addition, we worked to influence the outcomes of the High Level Meeting on development effectiveness, including the publication of a policy paper and a series of dialogues with DFID officials. We published a policy paper on country ownership, which was presented at a high-level meeting of the steering group of the Global Partnership for Effective Development Cooperation. Bond also convened its regular quarterly meetings with both the IDC and ICAI, and was invited to meet with and give feedback to the OECD-Development Assistance Committee's team undertaking one of its regular peer reviews of the UK's aid programme.

Bond published two pieces of research and a report on the future of aid to middle-income countries, written by experts on the topic. The reports were used to influence DFID and the Commission Communication on financing for development in the EU.

#### **Ensuring the EU delivers its aid quantity commitment, increases the quality of its aid and EU development policy is focused on alleviating poverty.**

*No cut to the aid budget in the MFF; continued commitment to the 0.7% aid target; progress made on aid effectiveness/quality commitments; European development policy remains focused on poverty reduction.*

As negotiations to agree the next European budget (the Multiannual Financial Framework, or MFF) entered their final phase, Bond continued to monitor discussions and sought to influence both the UK and European position on Heading 4. Activities included: a series of dialogues with the DFID and FCO negotiating teams; meetings with the UK Permanent Representative in Brussels and key European Commission officials; joint member letters to the Prime Minister and the Secretary of State for International Development; a letter published in the Financial Times; and the publication of briefings, analysis and reactions to EU Council of Ministers meetings and official conclusions. Our advocacy work, in collaboration with our partners in Brussels and other member states, helped to secure the protection of the funding level of the EU's development budget within the overall EU medium-term budget, despite severe cuts in other budget areas. We also supported CONCORD's the advocacy work of CONCORD (bringing together Bond's sister member networks across all 27 EU Member States) on the MFF, actively participating and contributing to its taskforce on the issue.

Bond made a substantial contribution to the design, drafting and delivery of CONCORD's annual AidWatch report, supporting the Brussels launch by leading a breakfast meeting with EU diplomats and disseminating the report to our networks and stakeholders in the UK. We worked to ensure that aid levels remained on the political agenda in Europe, influencing the discussions and responding to the outcomes of Foreign Affairs Council and European Council meetings. In collaboration with CONCORD, we helped to influence EU aid quality and development effectiveness and maintained and supported policy dialogue between Bond members and the Europe teams in DFID and the FCO.

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

### **Report of the trustees**

**For the year ended 31 March 2014**

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### **3. Strengthening our 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.

#### **Growing, and increasing the impact, of our training.**

*Use Bond's training offering to strengthen the effectiveness of NGOs and individuals in the development sector through developing the range, quality, reach and impact of our training programme.*

Bond's learning and training service consisted of 24 courses that run regularly throughout the year and an in-house service where we work with members to create a course to meet their specific needs. We also launched a consultancy service. All are available to members and non-members.

Under the open training programme, we ran 50 courses (comprising of 90 training days), up from 48 courses (over 84 days) last year. A total of 804 bookings were made by 526 unique participants. There was a 26% decrease in uptake from members (from 438 to 324 bookings), an increase in non-members (from 147 to 185 bookings) and a 1% decrease in individual bookings (from 84 to 83 bookings). Participant satisfaction ratings remained high with an average score of 8/10 whilst trainer satisfaction averaged 9/10. On average, 25% of participants on each course say it exceeded their expectations, 52% say it totally met their expectations, and 20% say it largely met their expectations. 73% said the course had increased their knowledge, skills and confidence a lot, and 33% said they planned to make changes to the way they work as a result.

The number of in-house training courses increased from 30 (over 38.5 days) to 31 (over 41.5 days) this year. 12 Bond members commissioned courses and 13 non-members commissioned courses. In addition Bond initiated a consultancy service as part of its income-generating services.

This year we delivered 24 days of consultancy. The consultancy, open and in-house training programmes tie in closely with Bond's other effectiveness and transparency services, such as resources, working groups, events and publications, so that users can be referred to other aspects of Bond's work which may assist them to become more effective.

#### **Help more UK NGOs increase their transparency.**

*Support all DFID grantees, and a pioneer group of other UK NGOs to publish their programme data to the IATI register, and build other routes to enhancing transparency, accountability and the productive use of sector data.*

Bond has continued its proactive and ongoing work to enable Bond members and other UK NGOs to publish to the IATI (International Aid Transparency Initiative) standard. In this financial year, we:

- Supported 131 organisations – 123 in the UK and 8 overseas, the equivalent of 52% of all publishers globally (end of March 2014 figures), to share data using the IATI standard;
- Extended our IATI support service to include monthly free practical workshops, email support to users in the UK and overseas, and tailored one-to-one support;
- Provided support and advice to other NGO platforms in Europe and the US to build mutual expertise;
- Became a member of the IATI Steering Committee and a co-chair of the IATI CSO Working Group. We are one of only five civil society organisations on the 60-member steering committee).
- Supported the IATI Secretariat technical team to develop practical guidance for organisations, hosted on the IATI website;
- Supported the formation of an IATI network for Bond members and DFID grant-holders. By the end of March, the group had 70 members;

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

### Report of the trustees

#### For the year ended 31 March 2014

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- Worked proactively with DFID to support their grant-holders in meeting the compliance requirements of IATI, and provided grant-holders with opportunities to feed back to DFID about this requirement.

We hosted an event in September attended by 20 NGOs and representatives from DFID, to discuss challenges and opportunities related to publishing to IATI.

In October we took part in the Open Government Partnership meeting in London and hosted a session on IATI for NGOs at the linked CSO event. We also produced a new guide on transparency for small organisations.

At our Annual Conference we hosted a transparency session with speakers from Publish What You Fund, Indigo Trust, Restless Development and Dutch development NGO platform Partos, which was attended by over 70 people.

In January 2014, we started to extend our transparency work beyond IATI. We set up a new Transparency Working Group to provide a space for Bond members, academics, funders and others to think critically about transparency and accountability issues at both an organisational and sector level, challenge assumptions and engage with current academic, policy and practice discussions. At the end of March, the group had 48 members.

**Boosting NGO effectiveness and development impact by scaling up Bond's effectiveness strategy.** *Build on the existing effectiveness resources to develop a comprehensive Bond service offering that improves organisation and programme effectiveness.*

Having developed a set of sector resources to support greater NGO effectiveness, we launched the second phase of the programme and the three key tools – the Health Check, Impact Builder and Evidence Principles - in May 2013 at an event with the Parliamentary Under Secretary of State for international development. Since the launch of the tools and NIDOS' effectiveness toolkit, 109 Bond, NIDOS, Welsh Hub and CADA members have engaged with one or more of the tools. We initiated a survey to find out whether the effectiveness resources are helping to increase the skills and confidence of those that have used them and the extent to which using them has resulted in a change to their practice. The findings will be analysed in early 2014-15.

Improvements made to the Health Check and the one-to-one advice and practical surgeries we ran enabled more organisations to make use of the tool. We engaged with three major funders: Big Lottery Fund trialled the Health Check through a pilot with its grantees, Comic Relief included the Health Check as one of three tools they recommend to grantees for assessing organisational effectiveness and we presented the tool to DFID Civil Society Department staff. We also presented the Bond tools to a group of private trusts and foundations who are considering whether they may be useful for their applicants or grantees. We used the results of the organisations that had completed the Health Check to develop new training and support services, which included a new member offer on organisational governance.

The Evidence Principles were used widely and we received positive feedback on their value and usefulness, including from organisations that are using the principles to set terms of reference for their evaluations. They were cited in a research report on practical approaches to assessing the quality of evidence and are being recommended by donors such as DFID and Comic Relief. We established an external advisory group to discuss new applications of the Principles and how to get greater academic engagement and buy-in.

Development continued on the development sectors and strategies covered by the Impact Builder by means of co-production workshops with members. We set up new working groups on Transparency, on MEL (Monitoring, Evaluation and Learning) and a Contracts group as a subgroup of the Funding Working Group. We promoted the effectiveness tools when visiting Bond members, speaking at events and at our annual conference. We shared our approach at meetings of evaluation societies, including the African Evaluation Association, and with other networks, such as members of the UK Alliance (covering the UK's four nations) and the International Federation of Platforms (IFP). We connected Bond's effectiveness activities with emerging developments in the

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

### **Report of the trustees**

#### **For the year ended 31 March 2014**

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field of impact measurement, evaluation and learning, for example DFID's PPA Learning Group. Segmenting the audiences that engage with Bond on effectiveness, we began to develop a distinct offer for small NGOs which includes accessible resources and signposting.

### **Financial Review**

This has proved to be a financially successful year with both a strengthening of unrestricted reserves coupled with a programme of investment in systems, communications, IT, office space and staff. This has created a financially robust organisation with a modern infrastructure and improved space within which to offer services and support to its members and the sector. This investment has been funded through continuing the strategy of generating alternative income sources through growing the overall size of the membership and maintaining high retention rates, maximising its training programme, attracting advertising and revenue through its publications, recruitment services and expanding its annual conference.

At the start of the year, a balanced unrestricted budget was set with a range of ambitious income targets that continued the strategy of maximising unrestricted fundraising sources. An excellent set of results followed with most of the income targets set being exceeded and the expanded expenditure budget being kept under tight control. By the end of the year, total unrestricted income increased by 21% to £1,194k (2013: £984k) and expenditure by 13% to £1,090k (2013: £964k), producing an unrestricted surplus of £104k.

Growth in restricted activities almost doubled during the year with the delivery of three major projects, funded by grants from the Department for International Development (DFID) and the Bill & Melinda Gates Foundation. In all, a total of £1,877k was spent on these activities (2013: £946K).

In all, Bond's income increased substantially by 33% to £2,975k (2013: £2,234k) and the delivery of its mission, including its project related delivery and services to its members grew by 55% to £2,967k (2013: £1,910k).

#### **Unrestricted funds**

Unrestricted income of £1,193k and expenditure of £1,090k produced a surplus of £104k for the year. This, added to the brought forward balance of £262k resulted in an unrestricted fund balance of £366k.

Membership continued to grow, with income from membership fees increasing by 13% to £530k (2013: £468k), representing 44% of Bond's unrestricted income (2013: 47%). In all, total members grew during the year by 9.6% to 420 (2013: 384).

The Learning and Training programme generated income of £338k (2013: £312k) with direct costs reducing to £256k (2013: £292k). Although this programme still does not cover its fully absorbed costs, the year's marginal surplus of £82k compares with £20k the previous year. The fully absorbed deficit improved to £15k (2013: £51k).

Advertising and sponsorship income grew significantly by 61% to £321k (2013: £200k) and covered 60% of the fully absorbed membership and communication costs of £529k (2013: 54%). This considerable achievement in a tough external environment was due to both the hard work in exceeding income targets and the huge success of the Bond Annual Conference, which exceeded expectations in generating revenue of £118k (2013: £26k).

Bond spent a further £86k of unrestricted funds on its advocacy work (2013: £122k), £14k on its effectiveness programme (2013: £38k) and £16k on governance (2013: £15k). A further £6k (2013: £4k) was generated in investment income reflecting the continued poor returns on cash deposits.



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

### **Report of the trustees**

#### **For the year ended 31 March 2014**

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##### **Restricted funds**

During the year, Bond was in receipt of restricted funding totalling £1,781k (2013: £1,249k), being £960k from the Bill & Melinda Gates Foundation (2013: £866k), £696k from DFID (2013: £341k), £40k from Comic Relief and £85k from Bond's members. By the end of the year, a total of £403k was carried over for spending in future years.

The year saw the progression of the three-year grant from the Bill & 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. This programme of work remained largely on track with income of £461k being recognised and £355k spent. The balance of £203k remaining has been carried over to next year and will finance the completion of this work in August 2014. In addition, the Bill & Melinda Gates Foundation provided a separate grant to contribute towards the costs of the coalition IF campaign focusing on international policy commitments needed to tackle global hunger during the year the UK hosted the G8 Summit - which ran until December 2013. During the year, £499k was received with £777k both spent and advanced to members of the consortium delivering this work. The balance on this fund of £24k was carried over and will be used to complete the evaluation of the campaign and the production of learning resources. This work will be completed in May 2014.

The year saw the award of a 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, £696k was received for this work and a total of £669k spent. A balance of £27k remained unspent and carried over to next year.

Comic Relief contributed £40k towards developing the effectiveness programme, adding to the £47k received from Bond members from previous years. A further £34k 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 £770k (2013: £762k) and comprised of unrestricted general funds of £305k (2013: £241k), designated funds of £62k (2013: £21k) and restricted funds of £403k (2013: £499k).

Debtors amounted to £430k and related in the main to unpaid membership fees billed in March for the next financial year and some unpaid training fees. Creditors of £644k included £531k in deferred membership income and training fees.

Cash and short term deposits of £921k (2013 £1,238) 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 £305k represented 10.5 weeks (2013: £241k representing 11 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.

##### **Next Year**

The Board has approved another break-even unrestricted budget for 2014-15 and some ambitious targets have been set. Improvements made to systems, processes, the IT infrastructure and the investments made in its staff

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

### Report of the trustees

#### For the year ended 31 March 2014

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will be built on and the excellent progress in increasing funding from unrestricted sources will continue. The year ahead is set for a planned expansion of the Annual Conference, the addition of other sector-wide events, the expansion of the consultancy and in-house training services and the continued growth in membership.

Coupled with this will be an increased investment in a newly reorganised staff as part of the delivery of an expanded set of services, including policy and campaigning activities. In all, it is planned that unrestricted income will rise by 28% to £1,523k next year and expenditure by 39% to £1,518k. This increased budget and financial risk has been made possible through an improved unrestricted reserves position.

The challenge still remains in raising sufficient funds in the future, especially restricted funds to deliver the full range of Bond's charitable mission. A large three-year grant from the Bill & Melinda Gates Foundation is coming to an end in August 2014. Work was carried out to secure funds to replace this. 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 2014-15

Bond moves into the fourth year of its five year 2011-16 Strategy. It prioritises and makes choices about which objectives and activities will be addressed in any given year according to the resources and capacity available. The focus for 2014-15 is as follows:

##### Connecting for Change

1. **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, and income generation.
2. **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.
3. **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.
4. **Member engagement:** Develop a proactive and integrated approach to managing membership relations 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.
5. **Member networking:** Continue to improve existing spaces for member networking 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.
6. **International strategy:** Develop a more strategic approach to engagement with international stakeholders including recognition of existing work with international partners.

##### Maximising our Influence

1. **UK aid:** Continue to champion and contribute to sustaining the quality and quantity of 0.7%, especially focused on the 2015 UK General Election.
2. **UK development policy:** Develop a non-aid policy and campaigns offer with members, covering structural issues and wider approaches to coherence.
3. **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 ensuring the shape of European policy (in the lead-up to and following the 2014 European elections) is coherent and remains focused on tackling poverty and inequality.

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

### Report of the trustees

#### For the year ended 31 March 2014

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4. **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.
5. **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.
6. **Public support for development:** Work with members to re-make the case for development across a range of audiences.
7. **Post-2015 global development goals:** Contribute to delivering an ambitious global post-2015 agreement, play a key convening role in a post-2015 work in the UK, Europe and internationally and deliver public awareness/engagement and campaigning activities in the UK and across Europe.
8. **Campaigning effectiveness:** Actively support members to further improve campaigning effectiveness, creativity and reach and develop the capacity of Bond as an effective campaign convenor supporting members to campaign in coalition.

#### Strengthening our sector

1. **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.
2. **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.
3. **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.
4. **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.
5. **Sector effectiveness:** Implement new programmes with members, including a futures and a fellowship Programme, to help the sector to better demonstrate value and anticipate change.

#### 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.

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

### **Report of the trustees**

#### **For the year ended 31 March 2014**

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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 2014 was 350 (2013: 393). 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 11 September 2014 and signed on their behalf by

Dominic White - 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 2014 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 2014 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; and
- 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.

## **Independent auditor's report**

**To the members of**

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

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### **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
- 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  
17 September 2014  
for and on behalf of Sayer Vincent LLP, Statutory Auditors  
8 Angel Gate, City Road, LONDON EC1V 2SJ

**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 2014**

	Note	Restricted £	Unrestricted £	2014 Total £	2013 Total £
<b>Incoming resources</b>					
Voluntary income	2	-	529,752	<b>529,752</b>	467,697
Investment income		-	5,789	<b>5,789</b>	3,987
<i>Incoming resources from charitable activities</i> 3					
Advocacy and Representation		1,185,778	-	<b>1,185,778</b>	1,087,493
Effectiveness Programme		561,486	-	<b>561,486</b>	162,417
Learning and Training		-	337,709	<b>337,709</b>	311,725
Membership and Communication		33,822	320,726	<b>354,548</b>	200,202
<b>Total incoming resources</b>		<u>1,781,086</u>	<u>1,193,976</u>	<u><b>2,975,062</b></u>	<u>2,233,521</u>
<b>Resources expended</b>					
Cost of Generating Funds		-	109,937	<b>109,937</b>	56,734
<i>Charitable activities</i>					
Advocacy and Representation		1,373,637	86,426	<b>1,460,063</b>	905,863
Effectiveness Programme		484,516	14,403	<b>498,919</b>	199,746
Learning and Training		-	352,777	<b>352,777</b>	362,754
Membership and Communication		19,097	509,970	<b>529,067</b>	370,141
<i>Governance costs</i>		-	16,103	<b>16,103</b>	14,707
<b>Total resources expended</b>	4	<u>1,877,250</u>	<u>1,089,616</u>	<u><b>2,966,866</b></u>	<u>1,909,945</u>
<b>Net income/(expenditure) for the year</b>		(96,164)	104,360	<b>8,196</b>	323,576
<b>Reconciliation of funds</b>					
Total funds brought forward		499,421	262,233	<b>761,654</b>	438,078
<b>Total funds carried forward</b>		<u>403,257</u>	<u>366,593</u>	<u><b>769,850</b></u>	<u>761,654</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)**

**Balance sheet**

**Company No: 3395681**

**As at 31 March 2014**

	Note	£	2014 £	2013 £
<b>Fixed assets</b>				
Tangible fixed assets	8		<u>62,019</u>	<u>21,378</u>
			<b>62,019</b>	21,378
<b>Current assets</b>				
Debtors	9	430,484		76,071
Short term deposit		509,203		145,072
Cash at bank and in hand		<u>412,102</u>		<u>1,092,731</u>
		<b>1,351,789</b>		1,313,874
<b>Liabilities</b>				
Creditors: amounts due within one year	10	<u>643,958</u>		<u>573,598</u>
<b>Net current assets</b>			<u>707,831</u>	<u>740,276</u>
<b>Net assets</b>			<u>769,850</u>	<u>761,654</u>
<b>Funds</b>				
Restricted funds	12		<b>403,257</b>	499,421
Unrestricted funds				
Designated funds			<b>62,019</b>	21,378
General funds			<u>304,574</u>	<u>240,855</u>
<b>Total charity funds</b>			<u>769,850</u>	<u>761,654</u>

Approved by the Board of Trustees on 11 September 2014 and signed on its behalf by

Tim Boyes-Watson - Treasurer



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

### Notes to the financial statements

For the year ended 31 March 2014

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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.
- (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
- (e) 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.
- (f) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
- (g) Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.
- (h) Transfers from unrestricted funds to restricted funds are made when a project funded by restricted income does not receive its full cost from its funder.
- (i) 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)

### Notes to the financial statements

For the year ended 31 March 2014

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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 support costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central functions, is apportioned on the basis of the number of full-time equivalent staff employed in each activity centre over the course of the year, as follows:

Advocacy and Representation	35%
Effectiveness Programme	17%
Learning and Training	20%
Fundraising	9%
Membership and Communication	18%
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>1/3</sup> % per annum
Office furniture and equipment	33 <sup>1/3</sup> % per annum
Leasehold improvements	22.22% per annum

- (o) Items of equipment are capitalised where the purchase price 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)**

**Notes to the financial statements**

**For the year ended 31 March 2014**

**2. Voluntary income**

	Restricted £	Unrestricted £	2014 Total £	2013 Total £
Membership subscriptions	-	529,752	<b>529,752</b>	467,697
Total	-	529,752	<b>529,752</b>	467,697

**3. Incoming resources from charitable activities**

	Restricted £	Unrestricted £	2014 Total £	2013 Total £
<i>Advocacy and Representation</i>				
Grants	1,185,778	-	<b>1,185,778</b>	1,087,124
Member services	-	-	-	369
<i>Effectiveness Programme</i>				
Grants	561,486	-	<b>561,486</b>	119,967
Member contributions	-	-	-	42,450
<i>Learning and Training</i>				
Training Fee Income	-	321,913	<b>321,913</b>	311,725
Consultancy Fee Income	-	15,796	<b>15,796</b>	-
<i>Membership and Communication</i>				
Grants	33,822	-	<b>33,822</b>	-
Events Income	-	118,031	<b>118,031</b>	25,837
Advertising Income	-	202,695	<b>202,695</b>	174,365
Total	<b>1,781,086</b>	<b>658,435</b>	<b>2,439,521</b>	1,761,837

British Overseas NGOs for Development (trading as Bond)

Notes to the financial statements

For the year ended 31 March 2014

4. Total resources expended

	Cost of generating funds	Advocacy and Representation	Effectiveness Programme	Learning and Training	Membership and Communication	Governance Costs	Support Costs	2014 Total	2013 Total
	£	£	£	£	£	£	£	£	£
Staff costs (Note 6)	68,127	339,090	272,135	113,307	212,856	-	260,954	1,266,469	978,913
Events	-	59,483	17,295	131,981	19,025	-	913	228,697	190,929
Services	-	-	-	-	51,579	-	-	51,579	31,323
Travel	-	35,505	5,088	46	3,750	-	4,047	48,436	42,673
Office rent and storage	-	-	-	-	-	-	107,501	107,501	81,619
IT and communications	-	26,484	27,775	2,223	78,702	-	44,178	179,362	146,713
Membership and subscriptions	-	29,373	-	-	383	-	-	29,756	31,902
Office supplies and general costs	-	259	35	58	5,542	-	22,311	28,205	28,015
Bank charges	-	400	-	30	48	-	3,132	3,610	4,943
Professional fees	-	-	360	-	-	10,500	8,531	19,391	18,638
Consultancy	-	144,197	73,263	8,668	65,704	-	18,065	309,897	177,784
Joint Campaign sub-grants*	-	648,337	-	-	-	-	-	648,337	165,030
Research and development	-	-	13,847	-	-	-	-	13,847	-
Depreciation & maintenance	-	5,500	5,500	-	-	-	12,901	23,901	9,476
Bad debts	-	-	-	300	998	-	4,557	5,855	-
Trustees' meetings and expenses	-	13	-	-	588	1,422	-	2,023	1,987
<b>Total resources expended</b>	<b>68,127</b>	<b>1,288,641</b>	<b>415,298</b>	<b>256,613</b>	<b>439,175</b>	<b>11,922</b>	<b>487,090</b>	<b>2,966,866</b>	<b>1,909,945</b>
Support Costs	41,810	171,422	83,621	96,164	89,892	4,181	(487,090)	-	-
<b>Total resources expended</b>	<b>109,937</b>	<b>1,460,063</b>	<b>498,919</b>	<b>352,777</b>	<b>529,067</b>	<b>16,103</b>	<b>-</b>	<b>2,966,866</b>	<b>1,909,945</b>

\* See note 12 (b)

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

### Notes to the financial statements

#### For the year ended 31 March 2014

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

This is stated after charging / crediting:

	2014	2013
	£	£
Depreciation	23,900	9,476
Operating lease rentals:		
▪ Property	106,954	65,267
Auditors' remuneration:		
▪ Audit	10,500	7,000
Trustees' remuneration	Nil	Nil
Trustees' expenses	<u>196</u>	<u>398</u>

Trustees' expenses represents the costs of travel and subsistence costs to 2 (2013: 2) members relating to attendance at meetings of the trustees.

#### 6. Staff costs and numbers

Staff costs were as follows:

	2014	2013
	£	£
Salaries and wages	1,051,456	816,436
Social security costs	110,209	72,463
Pension contributions	39,502	17,045
Other costs	<u>65,302</u>	<u>72,969</u>
	(Note 4) <u>1,266,469</u>	<u>978,913</u>
Total emoluments paid to staff were:	<u>1,090,958</u>	<u>833,481</u>

During the year, one employee earned between £70,000 and £80,000 (2013: one employee earned between £60,000 and £70,000). Total employers' pension contributions for employees earning more than £60,000 totalled £5,003 (2013: £nil).

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

	2014	2013
	No.	No.
Advocacy and Representation	8.2	6.4
Effectiveness Programme	4.0	2.3
Learning and Training	4.6	3.6
Membership and Communication	6.3	5.4
Support	<u>4.9</u>	<u>3.6</u>
	<u>28.0</u>	<u>21.3</u>

#### 7. Taxation

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

British Overseas NGOs for Development (trading as Bond)

Notes to the financial statements

For the year ended 31 March 2014

8. Tangible fixed assets

	Leasehold Improvements	Computer equipment & software £	Office furniture & equipment £	Total £
<b>Cost</b>				
At the start of the year	-	80,223	25,903	<b>106,126</b>
Additions in year	29,936	21,030	13,576	<b>64,542</b>
Disposals	-	(54,230)	-	<b>(54,230)</b>
At the end of the year	<u>29,936</u>	<u>47,023</u>	<u>39,479</u>	<b>116,438</b>
<b>Depreciation</b>				
At the start of the year	-	77,582	7,166	<b>84,748</b>
Charge for the year	4,714	7,489	11,698	<b>23,901</b>
Disposals	-	(54,230)	-	<b>(54,230)</b>
At the end of the year	<u>4,714</u>	<u>30,841</u>	<u>18,864</u>	<b>54,419</b>
<b>Net book value</b>				
<b>At the end of the year</b>	<u><b>25,222</b></u>	<u><b>16,182</b></u>	<u><b>20,615</b></u>	<u><b>62,019</b></u>
At the start of the year	<u>-</u>	<u>2,641</u>	<u>18,737</u>	<u>21,378</u>

9. Debtors

	2014 £	2013 £
Prepayments	<b>34,892</b>	26,289
Accrued income	<b>20,402</b>	-
Other debtors	<b>375,190</b>	49,782
	<u><b>430,484</b></u>	<u>76,071</u>

10. Creditors: amounts due within 1 year

	2014 £	2013 £
Trade creditors	<b>61,516</b>	188,319
Taxation and social security	<b>33,647</b>	26,356
Other creditors	-	-
Accruals	<b>17,618</b>	7,400
Deferred income	<b>531,177</b>	351,523
	<u><b>643,958</b></u>	<u>573,598</u>

11. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	62,020	-	<b>62,020</b>
Net current assets	<u>403,257</u>	<u>-</u>	<u>316,527</u>	<u><b>719,784</b></u>
<b>Net assets at the end of the year</b>	<u><b>403,257</b></u>	<u><b>62,020</b></u>	<u><b>316,527</b></u>	<u><b>781,804</b></u>

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

**Notes to the financial statements**

**For the year ended 31 March 2014**

**12. Movements in funds**

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
<b><i>Advocacy and Representation</i></b>					
(a) Bill & Melinda Gates Foundation 2011-2014	77,891	460,917	(335,586)	-	<b>203,222</b>
(b) Bill & Melinda Gates Foundation Joint Campaign	301,696	498,763	(776,769)	-	<b>23,690</b>
(c) Bond Members-Joint Campaign	-	47,774	(47,774)	-	-
(d) GCAP UK (Make Poverty History)	4,432	-	-	-	<b>4,432</b>
(e) Collective Campaigning	1,002	3,346	(4,064)	-	<b>284</b>
(f) APPG Coordinator	-	33,822	(19,097)	-	<b>14,725</b>
<b><i>Effectiveness Programme</i></b>					
(g) DFID 2010/11 old SFA	41,499	-	-	-	<b>41,499</b>
(h) Bond Members - Effectiveness	47,671	40,000	-	-	<b>87,671</b>
<b>Advocacy and Effectiveness Supported by DFID Accountable Grant</b>					
(i) DFID AG 2011/13	25,230	-	(25,230)	-	-
(j) DFID AG 2013/16	-	696,464	(668,730)	-	<b>27,734</b>
<b>Total restricted funds</b>	<b>499,421</b>	<b>1,781,086</b>	<b>(1,877,250)</b>	<b>-</b>	<b>403,257</b>
<b>Unrestricted funds:</b>					
<b><i>Designated funds:</i></b>					
(k) Tangible fixed assets	21,378	53,543	(12,902)	-	<b>62,019</b>
<i>Total designated funds</i>	21,378	53,543	(12,902)	-	<b>62,019</b>
<b>General funds</b>	<b>240,855</b>	<b>1,140,433</b>	<b>(1,076,714)</b>	<b>-</b>	<b>304,574</b>
<b>Total unrestricted funds</b>	<b>262,233</b>	<b>1,193,976</b>	<b>(1,089,616)</b>	<b>-</b>	<b>366,593</b>
<b>Total funds</b>	<b>761,654</b>	<b>2,975,062</b>	<b>(2,966,866)</b>	<b>-</b>	<b>769,850</b>

**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).

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

### Notes to the financial statements

For the year ended 31 March 2014

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#### 12. Movements in funds (continued)

##### Purposes of restricted funds

**(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 will be completed by May 2014. This campaign has been delivered by a number of organisations participating in this campaign through sub-grants made by Bond. The recipients of these grants and their amounts are detailed as follows:

	2014	2013
	£	£
Comic Relief	-	111,079
Oxfam	171,932	53,951
Save the Children UK	476,405	-
	<u>648,337</u>	<u>165,030</u>

**(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) DFID Accountable Grant 2011-13**

An accountable grant arrangement for UK NGO Effectiveness, Transparency and shaping EU aid performance. This grant will come to an end in June 2013.



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

### Notes to the financial statements

For the year ended 31 March 2014

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#### 12. Movements in funds (continued)

##### Purposes of restricted funds

##### (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.

##### (k) Purposes of designated funds

In accordance with Bond's reserves policy, the estimated realisable value of Bond's fixed assets of £62,020 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 the following annual commitment at the year end under operating leases.

	Property	
	2014	2013
	£	£
2 - 5 Years	<u>106,954</u>	<u>64,483</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	
	2014	2013
	£	£
Funds at the start of the year	15,363	15,363
Funds at the end of the year	<u>15,363</u>	<u>15,363</u>

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

	2014	2013
	£	£
Creditors	-	-
Cash at bank	<u>15,363</u>	<u>15,363</u>
Funds at the end of the year	<u>15,363</u>	<u>15,363</u>

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

### Notes to the financial statements

For the year ended 31 March 2014

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#### 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 and paid to members of Bond, details of which are as follows:

<b>Grants received</b>		<b>£</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
		<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>648,337</u>

#### 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 31 March 2013 has been calculated as £12,820. As Bond has opted to remain with the Plan and continues to offer this to employees, the likelihood of the debt crystallising is remote.