A sector wide approach to assessing effectiveness: the Im-prove It! Framework

Contents

1 Introduction

In order to support members in improving their effectiveness Bond is working on two parallel, but interlinked frameworks. The first, an effectiveness self-assessment, is a tool that will enable organisation to **identify strengths and weaknesses in their capacities to be effective**. Structured according to key drivers of effectiveness, the tool will help organisations understand if it has the key structures, processes and capabilities to deliver effective work. For example, does an organisation have the right mix of skills to be effective in what it does? Does it have the appropriate structures and processes in place to achieve its goals? Does its leadership create a culture that supports learning and innovation? Additional details on this framework and how it is being developed are available on the Bond website[1].

The second framework that Bond is developing, and the one that is the focus of this background paper, is the Im-Prove it! Framework. This is a framework designed to **improve the rigour and consistency of how UK development NGOs assess their effectiveness**. The following document provides the basis for taking forward the development of this Framework. It is divided into four sections:

Section 2 provides an overview **of the aims and objectives** of the Im-prove it! Framework;

Section 3 provides a **summary of the key points** to emerge from the January BEP quarterly meeting with Bond members and outlines how these have been taken on board in the design of the Framework;

Section 4 provides **working definitions** for the concepts that lie at the heart of the Framework;

Section 5 maps out the **process for developing the Framework** and identifies the ways in which members can engage.

2 The Framework's purpose

The Im-prove it! Framework is a tool, grounded in the distinctive contributions that UK NGO's make to international development, that will enable organisations to assess, manage and report their effectiveness more **confidently** and **consistently**. The Framework will support organisations, depending on their strategies for change and thematic focus, in identifying:

- **what to assess** (general domains of change, key questions for enquiry, common indicators)
- **how to assess It** (data collection tools and quantitative and qualitative assessment methods)
- **what to communicate and how** in order to prove and improve their effectiveness

At the centre of the Framework are six 'ways of working' (see **Diagram 2** and **Section 3.2** for more details). These represent the distinctive strategies that UK NGOs adopt to bring about change. While important, ways of working are a means to an end; they are pathways to longer term results. For example organisations undertake advocacy and public campaigning in the UK because they believe influencing policies and regulatory systems in the North will have an important impact on the structural causes of poverty. Similarly, they support the capacity development of southern partners because they believe doing so will result in them being better equipped to work with poor communities. The Framework therefore also defines the long term changes in the lives of poor and marginalised people that UK NGOs seek to contribute to; these are grouped according to eight thematic areas (see **Diagram 2, page 9**).

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[1] http://www.bond.org.uk/pages/self-assessment-tool.html

Demonstrating effectiveness requires organisations to monitor and assess progress in relation to their particular ways of working and their chosen thematic areas and to interrogate the connection between the two. Organisations should monitor as part of their routine performance management the short and medium term changes that are within their sphere of influence and over which they can exert a reasonable level of control (ways of working), but they must also test if a plausible link can be drawn between these short and medium term changes and longer term changes in the lives of poor and marginalised people (thematic area).

3 Feedback from the January BEP quarterly meeting

The January BEP quarterly meeting was attended by 43 participants representing 12% of the Bond membership and a wide diversity of agencies (see **Annex 1** for a list of participants). The day was designed to engage participants in the Im-prove it! Framework and to solicit feedback and reactions on the approach. While there were many questions about the Framework, there was general agreement that it was heading in the right direction. Below is a 'word cloud' of the most commonly used words in participant's evaluation forms. It gives a good sense of how people felt about the day and their reflections on the programme's current direction of travel.

A number of important questions and suggestions were raised at the quarterly meeting. The following section draws out the core themes from the discussion and groups them into two categories: those related to the overall **purpose** of the Framework; and **technical** issues related to how the Framework will be structured. For each theme, we outline how the Framework Working Group (FWG)**[2]** has decided to address the issue.

3.1 Purpose issues

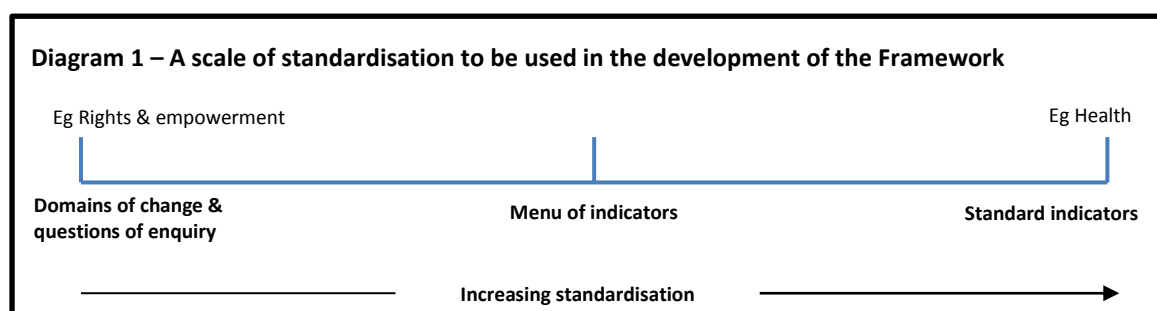### 3.1.1 Balancing flexibility and standardisation within the Framework

A recurring issue at the quarterly meeting was whether the Framework is going to be a flexible toolkit that organisations pick and choose from, or a set of standards, including certain non-negotiables. It needs to be both. To be applicable to as wide a range of organisations as possible the Framework needs to be flexible, but to drive change within agencies and across the sector it also needs to set

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[2] The Framework Working Group is a technical group involved in designing the Im-prove It! Framework, it is composed of representatives of Christian Aid, Cafod, EveryChild, Leonard Cheshire Disability, Womankind, Deafchild and Islamic Relief.

standards. The **process of evidencing and communicating results** (how data is collected and reported) is where the Framework will be able to be prescriptive. Harmonisation may also be possible with indicators and assessment methods, but this will need to be approached with flexibility. While it may be possible to identify standard indicators for some thematic areas such as HIV/AIDS, for others such as Markets and Livelihoods, it might be necessary to present a standard **menu of indicators**. In some themes such as Rights & Empowerment, it might only be possible to identify common domains of change and key questions for enquiry. The level of standardisation around 'what to assess and how' will depend on the way of working and thematic area of the NGO in question (see **Diagram 1** for an illustration of this**.**)

3.1.2   Supporting communication of the sector's added value

A question to emerge from the quarterly meeting was: will the Framework support the sector to communicate its collective added value? On one level, providing the overall structure is kept simple and clear, the Framework will allow the sector to communicate its core distinguishing features: its core strategies for change and the overall changes it seeks to realise in the lives of poor people. However, given the challenges of working at sector level, the Framework is unlikely to be sufficiently standardised to support claims such as: "through the capacity building efforts of UK development NGOs XX% of CSOs in country X have demonstrably enhanced skills and capacity to hold their government to account" or "the advocacy activities of UK development NGOs present better value for money than XX". Such comprehensive sector level aggregation requires a level of standardisation that the Framework is unlikely to achieve at this point in the process. That said, identifying common domains of change, encouraging greater convergence of data collection methods, and where possible defining indicators that while flexible, give clarity around what should be measured, will support a much greater level of harmonisation in how the sector communicates its added value and evidences its contribution to change than is currently the case.

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Diagram 1 – A scale of standardisation to be used in the development of the Framework

Eg Rights & empowerment   Eg Health

Domains of change &   **Menu of indicators**   **Standard indicators**
questions of enquiry

              Increasing standardisation   ⟶

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3.2 Technical issues

3.2.1   Reflecting the NGO sector's core principles in the Framework

At the quarterly meeting there was a strong sense that the Framework should have at its centre a set of core sector values and principles. Suggestions included: *participation*, *partnership*, *gender*, *empowerment*, *inclusion* and *rights*. While the FWG agrees on the need for such principles, it felt that there was confusion among participants around the role that such principles should play in the Framework. A number of the identified principles relate to process issues, drivers of effectiveness, and are not core principles of **assessing and measuring effectiveness**, which is the purpose of the Im-prove it! Framework. They represent what should be assessed, rather than how it should be assessed. With this in mind, the FWG has suggested working with a revised set of core principles, which speak more to the central purpose of the tool (see **Section 4.1** for the list of principles in the centre of the wheel**.**)

3.2.2 How do ways of working and thematic areas fit together?

While there was support at the quarterly meeting for structuring the Framework according to ways of working and thematic areas, there were questions around how they fit together. There are two options for how they interlink:

- **Option 1**: each way of working and combination of ways of working are cross referenced with each theme. For example, a change framework (a sequence of changes that lead to the ultimate aims of an intervention) would be produced for: 'influencing decision makers' in health, 'delivery of essential goods, services and information to the poor' in health, 'developing organisations and institutions' in health, 'supporting citizen participation and community action' in health etc
- **Option 2**: a change framework is developed for each way of working, and outcome and impact indicators are identified for each thematic area, but no attempt is made to combine them; it is left to individual agencies to decide how to link the two. This option requires users of the Framework to interact with the data selecting the bits that are most relevant for them and, given their mandate and the context they are working in, establish how a way of working or combination of ways of working and thematic area fits together. **In this option, the Framework becomes the starting point for an organisation to build their own context specific change framework and associated monitoring and evaluation plan.**

The FWG has decided to move forward with **Option 2** for three reasons. First, it keeps the Framework simple. A key issue to emerge from the quarterly meeting was that participants appreciated the current simplicity of the Framework. Cross referencing ways of working and thematic areas and developing the different permutations of these combinations will complicate the Framework significantly. Second, the FWG was unsure if the added complexity of Option 1 actually added value, as even after linking ways of working and thematic areas, an organisation would still have to contextualise further. Lastly, given the resources available to BEP, the programme would struggle to deliver on Option 1 in the current timeframe.

In the future, once a first version of the Framework is complete, there may be scope for BEP to work with a more limited group of Bond members that all work in a particular thematic area (eg women's empowerment) to develop a more context specific change framework that combines ways of working most common to that area of work.

3.2.3 Missing questions in the Framework: why assess and who should assess?

At the moment the Framework poses the questions: what should be assessed, how should it be assessed and what should be reported; an issue raised at the quarterly meeting was that two additional questions need to be asked: why should something be assessed (i.e. how is the information going to be used internally) and who should be assessing (i.e. when should effectiveness be informed by independent perspectives or beneficiary voices and when should it be self-evaluated?). Both questions have been incorporated into the Framework as core principles for assessing effectiveness: **Voice** and **Learning** (see **Section 4.1**)

3.2.4 Should the Framework limit its focus on outcomes?

A suggestion made at the quarterly meeting was that the Framework should exclude outputs and focus on outcomes, as this is the part of the results chain where organisations struggle most. While the FWG recognised that this might sharpen the focus of the Framework, it was felt that for organisations working with more complex change strategies such as advocacy and in thematic areas where process is important such as Governance & Accountability, outputs are an important piece of evidence for building up a rigorous and evidenced based narrative of how an organisation makes a contribution to change. It was felt that removing outputs would reduce the utility of the Framework.

3.2.5 Suggested changes to ways of working and thematic areas

At the quarterly meeting a number of suggested changes were made to both the ways of working and thematic areas. Based on these a number of amendments have been made to the design of the Framework (see **Diagram 2** and **Table 2** for a summary).

Ways of working

Given the same logic applies to advocacy and campaigning irrespective of location, Southern and Northern advocacy and campaigning has been merged into a single way of working called **'Influencing decision makers'**. In addition, two more related ways of working have been created: 'building public support for development' and 'supporting citizen participation and community action'.

On reviewing the Framework the FWG felt that there were a range of distinct change strategies tied up in 'advocacy and campaigning' that needed to be unpacked and made more explicit given the Framework's role in communicating the sector's distinctive contribution to international development:

- '**Building public support for development'** encompasses activities related to shaping northern publics' attitudes to global poverty, influencing individual life style choices and promoting economic justice.
- **'Supporting citizen participation and community action'** includes the work undertaken in the South around community mobilisation, building social capital and supporting greater citizen participation in local and national decision making.

Humanitarian response has been removed as a way of working as it was felt that it represents a context rather than a distinctive strategy for change.

Supporting pro-poor enterprise development has been included as a way of working given the distinct logic that underpins supporting the development of micro enterprises as a means of reducing poverty and the large number of Bond members that undertake this activity. That said, some members of the FWG did feel that enterprise development is already captured in the Framework under the 'markets and livelihoods' thematic area and that a significant component of enterprise development is already captured under 'developing organisations and institution'. For the time being it will remain as a way of working, however this decision will be reviewed at a later date.

There was also discussion at the quarterly meeting on whether **empowerment, partnership and grant making** should be included as distinct ways of working; the FWG has decided that these are cross cutting issues rather than stand-alone strategies for change. Take the example of partnership; irrespective of if a Northern NGO is trying to bring about change through 'influencing decision makers' or 'supporting citizen participation and community action' if it works through a partnership model, a crucial measure of its effectiveness will be the quality of the support it provides to partners, be that in terms of capacity support, financial support, networking support etc. A cross cutting indicator of effectiveness for any organisation working through partnership, irrespective of their specific way of working, might then be: % of partners that express satisfaction with their relationship with organisation X.

Thematic areas

- **Women's empowerment** has been collapsed into a broader thematic area of 'rights and empowerment.' This covers all marginalised groups rather than only focusing on women.
- Enterprise development has been included as a way of working (see above); the influence and development of **market systems** has been incorporated into the Livelihoods thematic area. This theme is now called 'Markets and Livelihoods'.
- **Environmental sustainability** has been included as a thematic area.

- Water and sanitation was felt to be too specific and has been expanded to **infrastructure services**. This encompasses issues such as energy, transport and electricity as well as WASH.
- **Governance & accountability** has been included as a thematic area.
- **Care & protection** has been included as a thematic area.
- While there was discussion at the quarterly meeting about pulling **HIV/AIDS** out as a self standing thematic area, the FWG thought that this would be inconsistent with other decisions to use encompassing themes (eg infrastructure services rather than WASH). At the same time, the FWG recognises that HIV/AIDS is a distinctive area of work for a number of Bond members. For the time being the Framework will refer to the thematic area as: Health and HIV/AIDS.

The FWG recognises that there are other thematic areas that could be incorporated into the Framework, however at this stage in the process it is important to keep the workload manageable. Additional themes can be added at a later date.

Table 2- Summary of changes to ways of working and thematic areas made since the January quarterly meeting		
Ways of working presented at quarterly meeting	**Revised ways of working**	**Reason for changes**
Northern advocacy & campaigning	Influencing decision makers Building public support for development Supporting citizen participation and community action	Have teased out the different strategies for change previously part of 'advocacy and campaigning.' Public support for development captures campaigning & awareness raising in the North, citizen participation and community mobilisation relates to collective action in the South
Southern advocacy & campaigning		
Service delivery	Delivery of essential goods, services and information to the poor	Have expanded to encompass delivery of goods and information as well as services
Humanitarian relief		Removed as a way of working. More a context than a specific strategy for change
Capacity development	Developing organisations and institutions	Tightened the focus to capacity development of organisations and institutions; other types of capacity development are present in other ways of working
	Supporting pro-poor enterprise development	Was absent from the previous version of the Framework; added because it represents distinctive strategy for change
Thematic areas presented at quarterly meeting	**Revised thematic areas**	**Reasons for changes**
Health	Health & HIV/AIDS	No change
WASH	Infrastructure services	Expanded from WASH to include other infrastructure services such as energy, electricity & transport
Education	Education	No change
	Governance & accountability	Area in which number of bond members are active
	Environmental sustainability	Area in which number of bond members are active
	Care and protection	Area in which number of bond members are active
Rights	Rights & empowerment	Combined rights and women's empowerment and expanded the focus to cover all marginalised groups
Women's empowerment		
Livelihoods	Markets & livelihoods	Expanded livelihoods to cover the development and influence of market systems

4 Building blocks of the Im-prove it! Framework

The following section presents the concepts that form the building blocks of the Framework: **core principles for assessing effectiveness**, **ways of working** and **thematic areas**. At this stage, these are still draft. The development of the Framework will be an iterative process in which, at different points, the FWG in consultation with members will review the work to date and see what amendments need to be made.

4.1 Core principles for assessing effectiveness

"The principles that need to be reflected in any assessment of effectiveness to ensure it supports the development process, generates data that is sufficiently robust and credible, and leads to learning and improvement"

At the centre of the Framework is a set of core principles. These speak to both the values of the NGO sector and to what constitutes 'good evidence'; they should shape and guide how an organisation assesses its effectiveness. The principles are grounded in the idea that assessment of effectiveness should a) be robust and credible; b) be useful to an organisation and support ongoing learning and improvement; and c) support the development process itself by stimulating reflection and learning that helps shift power relations in favour of the less powerful.[3]
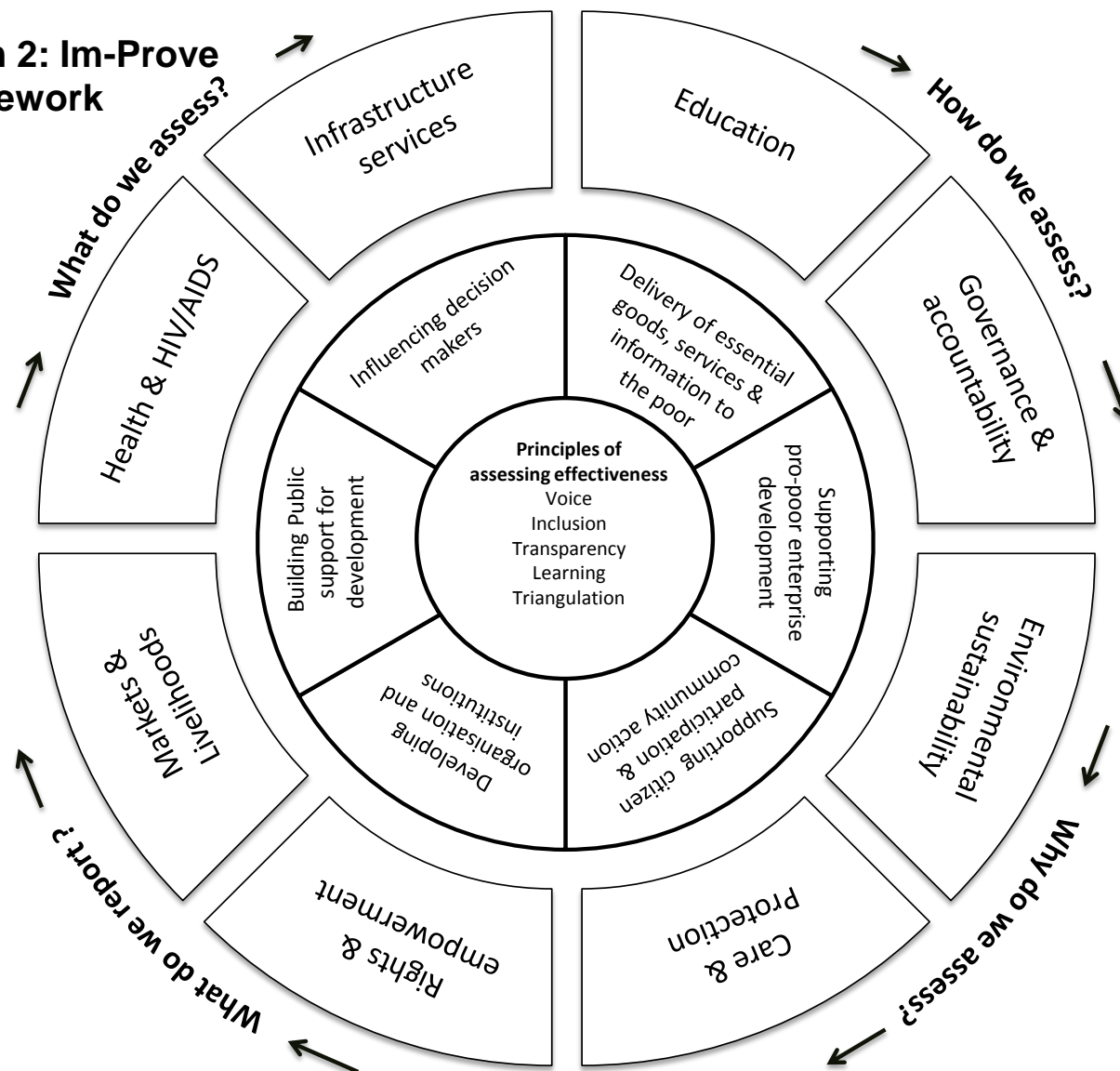
- **Voice:** assessments of effectiveness should include direct feedback from key constituents, particularly the poor and marginalised.
- **Inclusion:** assessments of effectiveness should disaggregate data according to gender and where relevant other criteria such as race, ethnicity, religion, class and disability etc. so as to reveal how an intervention affects groups differently.
- **Transparency:** assessments of effectiveness, including the methodology used, should be disclosed to key constituents in a timely and accessible way and form the basis for open and honest discussion.
- **Learning:** before an assessment of effectiveness is undertaken there needs to be a clear understanding of how the results will be used internally to inform learning and improvement.
- **Triangulation:** assessments of effectiveness should draw on a mix of methodological approaches (quantitative and qualitative), and perspectives (including those external to the organisation) to inform findings.

In embedding the above principles into the Framework the FWG will be mindful of the resource constraints faced by UK NGOs. While an assessment of effectiveness should strive towards being as rigorous as possible, in order to be practical **approaches need to be identified that are 'good enough'** – ie produce evidence that is **sufficiently robust** to stand up to external scrutiny, but cost-effective to implement.

Moving forward with the Framework, the FWG will need to identify how these principles are incorporated into the tool.

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[3] Taylor, J & Soal. S (2003) **Measurement in Development Practice: From the Mundane to the Transformational**, Community Development Resource Association, Cape Town

Diagram 2: Im-Prove it! Framework

What do we assess?

How do we assess?

Why do we assess?

Why do we assess?

What do we report?

Infrastructure services

Education

Health & HIV/AIDS

Governance & accountability

Markets & Livelihoods

Environmental sustainability

Rights & empowerment

Care & protection

Influencing decision makers

Delivery of essential goods, services & information to the poor

Building Public support for development

Supporting pro-poor enterprise development

Developing organisation and institutions

Supporting citizen participation & community action

Principles of assessing effectiveness
Voice
Inclusion
Transparency
Learning
Triangulation

4.2 Ways of working

"The distinctive strategies adopted by NGOs to contribute to change"

Below are the ways of working that will form the centre of the Framework. We recognise that the boundaries between the categories are fuzzy and that organisations will often combine multiple ways of working as part of their strategy for shifting power relations, however we believe each represents a sufficiently distinct strategy for contributing to change (and is underpinned by a similarly distinct logic) for it to be seen as a self-standing category. What follows is a working definition of each way of working and a bullet point list of the domains of change that may potentially be covered under each (the list is just illustrative and will be informed by the research.)

Core ways of working	Delivery of essential goods, services, & information to the poor	Supporting pro-poor enterprise development	Supporting citizen participation & community mobilisation	Developing organisations & institutions	Building public support for development	Influencing decision makers
Working definition	"providing goods, services and information that address the essential needs of poor and marginalised people"	"supporting the poor and marginalised to establish and grow individual and/or collective enterprises"	"supporting communities to organise themselves around key issues of concern and take collective action"	"developing the capacity of partners, North or South, public or private, to deliver on their aims and objectives"	"building understanding and awareness of global poverty among Northern publics and encouraging them to take action"	"developing new knowledge and ideas to tackle poverty and using this to influence the attitudes and actions of decision makers"
Possible domains of change	• Improved access to essential services such as safe water and sanitation, health care, improved nutrition, family planning, antenatal care, education • Product distribution (bed nets, immunisation, clean needles, condoms) • Improved awareness and/or shifting perceptions towards a particular issue • Strengthened individual skills and capacities (literacy circles, vocational training, training health volunteers)	• Strengthening business development and management skills • Supporting savings and loans groups, and producer associations • Enabling access to markets	• Improved capacity of community groups to solve problems • Strengthened social capital • Mobilised groups engaging in decision making • Improved awareness and/or shifting perceptions towards a particular issue •	• Strengthened internal processes and structures • Improved financial stability • Strengthened specific technical skills • Improved ability to engage with stakeholders • Strengthened learning and responsiveness	• Improved public awareness on issues of global poverty • Increased levels and quality of individual and collective action on particular issue • Changes in individual lifestyle choices (carbon footprint, consumption habits etc)	• Changes in the attitudes, behaviours and actions of policy makers • Influencing the formulation and implementation of policy • Developing coalitions / alliances on an issue • Changed public opinion on a particular issue

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4.3 **Thematic areas**

"The long term changes in the lives of poor and marginalised people that NGOs seek to contribute to"

Below are the thematic areas that will make up the outer ring of the Framework. Again these are working categories. As we move forward with the development of the Framework we will remain open to the idea of grouping thematic areas into higher level domains of change such as: human well being, material well-being and power and voice. For each thematic area, the table identifies some of the possible domains of change that may be used. Again, this list is just illustrative and will be informed by research. In developing the indicators, we will need to be mindful of not simply producing exhaustive lists of all possible indicators for a thematic area; where possible we want to define a limited list of indicators that are broad enough to allow for contextual variation, yet specific enough to give clarity around what should be measured.

Themes	Education	Governance & accountability	Environmental sustainability	Care & Protection	Rights & empowerment	Markets & Livelihoods	Health & HIV/AIDS	Infrastructure services
Possible domains of change	• Improved School enrolment, attendance & completion • Improved education quality • Improved gender balance	• Reductions in corruption level • Improved state accountability and responsiveness (eg expanded spaces for negotiation) • Strengthened citizen awareness and capacity • Strengthened state awareness and capacity	• Improved Sustainable natural resource management • Water quality improvement • Reduced emissions from industry • Agriculture • Climate change adaptation	• Greater awareness of risks • Improved protection and psychosocial wellbeing • Strengthened capacity of communities to respond to and prevent risks • Reduced participation in hazardous labour • Reduced trafficking • Increased awareness and realisation of children's rights	• Improved access to services / resources • Greater self-worth and dignity • Greater control and influence over resources (public & household) • Improved awareness of rights • Greater capacity and willingness to exercise rights	• Improved food and Income security • Jobs creation • Improved technology, skills and knowledge to participate in and transform market systems • Improved enabling environment for pro-poor enterprise	• Improved access to services • Changing knowledge and behaviour • Strengthened health systems • Reduction in infectious disease prevalence • Improved reproductive health • Improved nutrition • Improved Infant & child health	• Improved Hygiene • Improved drinking water • Improved Sanitation • Improved access to electricity
	'Rights and empowerment' is a cross cutting theme that should be assessed in each of the thematic areas, but it is also a results area in its own right.							

4.4   Definitions of other key terms

Assessment: gauging the change in a particular area using either or both quantitative or qualitative methodologies, subjective or objective measures.

Indicator: a quantitative or qualitative factor or variable that provides a simple and reliable means for tracking progress

Domains of change: general areas in which an intervention seeks to bring about change. An intervention may seek to realise change in one or multiple domains. Eg domains of change for governance and accountability work might be: improved state responsiveness and accountability; strengthened citizen awareness and capacity; and strengthened state awareness and capacity.

Change framework: a sequence of changes which lead to the ultimate aims of an intervention being realised. Change frameworks are made up of a sequence of domains of change

5   Process for developing the Framework

In order for the Im-Prove it! Framework to gain traction within the sector, members need to be involved in the process and have ownership of the work. At the same time, there is a pressing need for a more coherent and consistent sector wide approach to demonstrating effectiveness and the BEP team will need to push the process forward. In developing the Framework there will need to be a balance between BEP progressing parts of the Framework and presenting it to the membership for comments and feedback, and other parts being developed with more consultation with members.

The FWG has decided that it is most strategic to focus member's engagement around developing the thematic areas. The definition of indicators for assessing effectiveness in each of the thematic areas is the area where there is a need for progress. Given Bond members will only be able to dedicate limited amounts of time to the process of developing the Framework, it was felt that it was in relation to this part of the Framework that their inputs would be most valuable. In order to move the thematic areas forward, a team of consultants will be hired to support the BEP team.

In parallel to working with members to develop the thematic areas, the BEP team, in collaboration with the FWG, will work on elaborating the six ways of working. There is already significant work that has been conducted on assessing effectiveness in a number of the ways of working, so this part of the Framework will be moved forward with more limited member consultation.

The process for developing the thematic areas and ways of working is mapped out below, followed by a timeline for the development of the Im-Prove it! Framework.

Developing the thematic areas
1.   For each of the eight thematic areas **a task group of bond members will be established**. Involvement in the task group will involve, at minimum, members sharing information on indicators, methods and approaches used in their own organisation and reviewing draft background papers. For those that can provide more time, participating in conference calls and possibly attending workshops may also be required. Bond will set up an online space for sharing documents and facilitating conversation. Members of the reference groups **will be a combination of M&E technicians, senior programme staff, and sector experts**.
2.   For each thematic area a team of consultants will undertake **background research** into indicators and assessment methods currently in use among Bond members and other actors, and propose a framework of domains of change and a mix of broad quantitative and qualitative indicators within each domain. The research will be informed by Interviews

with members of the task group and sector experts, reviews of relevant programme documents, existing indicator lists etc. This work will produce a short background paper for each thematic area.

3. The background paper will form the basis for consultation and review by the task group. If the work can be progressed through phone conferences, email exchange and online platforms it will, however, where there is a need for a workshop, Bond will facilitate this.

The above methodology will first be piloted with one thematic area in order to surface any process and/or conceptual issues before rolling out the development of the complete Framework.

Developing ways of working

1. The BEP team will undertake **background research** into indicators and assessment methods for each way of working. This will involve reviewing existing indicators menus that Bond members have developed, programme logframes supplied by members and secondary data etc.

2. A short background paper will be produced proposing general domains of change, a generic **change framework**, and a menu of indicators and assessment methods for wider discussion.

Bond expects certain ways of working and thematic areas to take more time and resource to develop than others. In some areas the task may simply be one of hoovering up existing work and fitting it into the structure of the Framework. However, where the conversation around indicators and assessment methods is less developed, Bond will work with members to progress discussions and come to agreement.

Once the background papers are complete the BEP team will work with the FWG to pull together a coherent draft Framework, which will form the basis for wider consultation with the membership and eventual piloting.

Timeline for the development of the Im-Prove it! Framework

Background research on ways of working and thematic areas	**Jan - June**
Establish member task groups for thematic area	**May**
Team of consultants and member task groups develop background papers proposing domains of change, indicators, assessment methods for eight thematic areas	**June – Sept**
BEP team and Framework Working Group develop background papers on six ways of working	**May – Sept**
BEP and Framework Working Group develop synthesis paper summarising findings from background papers	**Oct**
Consultation meeting with Bond members on the emerging Framework	**Late Oct**
Development of pilot Framework and testing with members	**Nov – March 2012**
Launch of final Framework as online tool with user manual	**April/May 2012**

If you would like to be involved in a task group for any of the eight thematic areas please contact rlloyd@bond.org.uk . A schedule for when the different reference groups will meet, will be made available soon.

Annex 1 – Participants at the January BEP Quarterly meeting

Mary Ann	Mhina	Executive Director	AbleChildAfrica
Ivan	Kent	Programme Monitoring and Evaluation Adviser	CAFOD
John	Lakeman	Monitoring and Evaluation Manager	CARE International UK
Aidan	Timlin	Corporate Performance & Accountability Manager	Christian Aid
Francesca	Scott	Programme Impact Advisor	Christian Aid
Stefano	D'Errico	International Grants Evaluation and Learning Officer	Comic Relief
James	Treasure-Evans	Advocacy and Learning Manager	Concern Universal
Gillian	Wilson	Coordinator	NIDOS
Ruth	Ayarza	Programme Manager - Latin America	Deaf Child Worldwide
Lily	Ryan-Collins	Programme Officer	Engineers Against Poverty
Anna	Feuchtwang	Chief Executive	EveryChild
Marianne	Carter	Director, Conservation Capacity	Fauna & Flora International
Maureen	O'Flynn	Freelance Trainer	Individual
Eleanor	Cozens	Freelance Trainer	Individual
Margaret	O'Grady	Executive Director	International Childcare Trust
Liza	Tong	Programme Manager - Planning, Evaluations, Research and Learning	International HIV/AIDS Alliance
Richard	Cobb	Monitoring and Evaluation Coordinator	Merlin
Mandie	Jones	Programme Manager	Methodist Relief and Development Fund
Andy	Rutherford	Acting Director and Head of International Partnerships	One World Action
Christina	Laybourn	Assistant Researcher	One World Trust
Ivan	Scott	Head of Programme Performance and Accountability	Oxfam GB
Paola	Castellani	Learning & Impact Assessment Manager	Plan UK
Simon	Early	Corporate Planning Monitoring and Evaluation Manager	Plan UK
Barnaby	Peacocke	Head of Impact and Practice	Practical Action
James	Whitehead	International Programmes Director	Progressio
Catherine	Flew	Planning and Evaluation Adviser	Saferworld
Duncan	Trotter	Head of Effective Programmes	Save the Children
Mark	Ireland	Programme Support Coordinator	Self Help Africa
Taitos	Matafeni	Head of Monitoring and Evaluation Systems	Sightsavers
Rachel	Haynes	Head of Resources and Systems	Skillshare International
Muna	Wehbe	Chief Executive	STARS Foundation
Aliana	Monodee	International Projects Officer	Sue Ryder Care International
Alan	Murray	Programme Development Advisor in Organisational Development	Tearfund
Sarah	Jupe	Worldwide Grants Officer	The Mothers' Union
Andy	Stockbridge	Chief Executive	The Toybox Charity
Allison	Aldred		Trocaire (Northern Ireland)
Pippa	Bates	Planning/Performance Projects Officer	Voluntary Service Overseas
Sara	Cottingham	Head of Advocacy	Voluntary Service Overseas
Louisa	Gosling	Equity and Inclusion Advisor	WaterAid
Thomas	Palmer	Programme Support Learning Officer	WaterAid
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