Scottish Government

Scotland's International Development Alliance 2017-2020

End of Year Report

This narrative report should be submitted together with your updated logframe, if applicable.

PLEASE READ ATTACHED GUIDELINES BEFORE COMPLETING THE FORM

1.	Basic Information	
Complete the information below for management purposes. Please indicate in the relevant section whether any changes to your basic information (e.g. budget) have occurred during this reporting year. Explanations should be provided in section 3.		
1.1	**Reporting Year**	**2018/2019**
1.2	**Grant Year** (e.g. Year 1)	**Year Two**
1.3	**Total Budget**	**£353,659**
1.4	**Total Funding from ID**	**£254,504**
1.5	**Supporting Documentation** Check box to confirm key documents have been submitted with this report	**Logframe√**
	Please list any further supporting documentation that has been submitted	
1.6	**Response to Previous Progress Reviews**	**n/a**	
1.7	**Date report produced**	**29 April 2019**
1.8	**Name and position of person(s) who compiled this report**	[REDACTED]
1.9	**Main contact details, if changed**	

2.	Progress and Results	
This narrative report on performance and results will be reviewed together with your revised and updated Logical Framework. See Guidelines (Annex 1) for details.		
2.1	**Changes to Planned Activities** Has the focus or delivery of your planned activities changed significantly over the last financial year? If so, please explain how and why, and attach copies of all relevant correspondence with the Scottish Government.	

	New focus on safeguarding, additional funding allocation for this of £20,000. Consequent impact on planned activities and logframe milestones	
2.2	**Changes to the Logical Framework** If changes have been made to the logframe since the beginning of the financial year please describe these below. Please also provide evidence (e.g. copies of correspondence) that these changes have been agreed with the Scottish Government. If you would like to make changes to your logframe, but these have not yet been approved by the Scottish Government, please describe and justify in detail the requested changes below – and highlight the proposed changes in the revised logframe.	

Result Area/ Indicator	Proposed/ Approved Change (please clarify and evidence below)	Reason for Change

	Changes agreed in July 2018 were specified in our midyear Y2 Report, submitted October 2018	
2.3	**Gaps in Monitoring Data** If baseline or monitoring information is <u>not</u> available, please provide an explanation below. Where monitoring data has been delayed (since previous report), please provide an indication of when and how it will be made available to the Scottish Government.	
2.4	**Project Outputs** In the table below, please list each of your project outputs, and provide further detail on your progress and results over this reporting period. Describe any delays or other challenges that you have experienced and how these have been addressed, and provide information about any unexpected results. Progress should be supported with evidence (such as links to monitoring data in line with logical framework, case studies, web-based information, reports etc.) where possible.	

Output Indicator	Progress against Planned Milestone/ Target

Output 2.1 Improved opportunities for productive collaboration and for skill-building

2.1.1	The Alliance held three large scale events, the Alliance Annual Conference on 25 September in Edinburgh, with a Keynote address by First Minister; its Annual General Meeting (AGM) on 5 December in Glasgow addressed by Minister for Europe, Migration and International Development, Ben Macpherson and Safeguarding Question Time at the SCVO Gathering on 22 February also in Glasgow.

		150 people attended the Annual Conference and 45 people attended the AGM which was held separately to the Annual Conference for the first time.

41 people attended the 'Safeguarding Question Time' session. The event brought together a panel from Scottish Government, OSCR and DFID, allowing attendees the chance to ask questions of panel members and to submit their views on plans for improving safeguarding standards and practices across the sector. The event was rate 4 out of 5 on average, with attendees commenting in feedback surveys that "*SIDA [is] to be highly commended for their ongoing commitment to this topic with real substance not just ticking a box of political correctness*" and that the event was also an "*excellent networking opportunity*".

Overall the Alliance held eight face-to-face workshops, information sessions or training days over the year, covering topics such as safeguarding, transparency, fundraising and using video for effective communications. These eight events had a combined total of 123 attendees. An additional 30 individuals attended four different online training sessions.

The Alliance held seven events connecting decision-makers with members. The Alliance held four roundtable events with politicians (SG Minister for Europe, Migration and International Development, Ben Macpherson MSP, Ruth Davidson MSP, Chris Law MP and Richard Leonard MSP), and facilitated meetings with civil servants including: the Scottish Government International Development team, 8 Heads of Mission from the UK Foreign and Commonwealth Office and Matthew Rycroft permanent secretary for the UK Department for International Development. These meetings convened a combined total of 76 attendees.

Additional roundtable meetings were held with CBM's Zimbabwe Country Director and the editor of SCVO's Third Force News. The Alliance also co-hosted an event about the Global Goals. These events had a total of combined 82 attendees. |
| | 2.1.2 | Of the 32 events held across the year, post-event feedback survey data was available for 24 events. Of those participants who returned post-event feedback surveys, the average across the 24 events was 91% of respondents rating the event as good or excellent. |

			Considering the survey results across the wider event attendee numbers (including those who did not return a survey), the average ratings of good or excellent across all event participants was 40%, thus the milestone of 66% was not met. This is mostly down to low survey returns, with an average survey completion rate of 45% across all 24 events. The lowest survey return was 7% of event attendees at an in-person workshop, with the highest return rate being 100% during an online training evaluation.
	2.1.3		The Alliance Community was launched in April 2018 to provide a space for online collaboration and communication between members. Of the 101 overall discussion topics created in the year 41 different discussion topics were initiated by the Alliance. Discussion topics have been started for a number of purposes, for example: to gather opinions for donors on funding rounds under review; to advertise organisations looking for new partners to collaborate with; to encourage applications to open funding windows and to facilitate discussions across the communities of practice within the three working groups and policy sub-committee. Thus, the milestone of 24 online networking and collaboration opportunities has been met and exceeded.
	2.1.4		Since its launch in April 2018, there have been 10,500 visits to the Alliance Community by logged in users. There are 158 active users of the forum, spanning 87 different member organisations. There were an average of 30 individual posts per month with a total of 321 posts on the forum across the grant year. Removing the 41 discussion topics started by the Alliance from the overall total of 101 topics created in the year, leaves 60 topics remaining. Members have used the community to seek resources on topics such as full cost recovery and reserves, to find members to share space in shipping containers to various locations and to seek recommendations on service providers for items such as insurance. Thus, the milestone of 52 uses of online platforms to encourage productive collaboration and skills building has been met and exceeded by 100%.
	Output 2.2 Links are facilitated with universities and businesses which have the potential to form productive partnerships with NGOs.		
	2.2.1		Two roundtable meetings were held with the specific aim of bringing together NGOs and university staff (held in Jun 18 and Feb 19 respectively). These

| | | meetings brought together representatives from four different Scottish universities.

Additional events held which brought together NGOs and representatives from Scotland's HE sector included an FCO meeting hosted at Glasgow University – Jun 18; the Annual Conference and AGM.

In total, the above events have brought together representatives from NGOs with personnel from 8 different Scottish Universities (namely the University of Edinburgh, University of Glasgow, University of Strathclyde, The Open University, University of St Andrews, Heriot-Watt University, Queen Margaret University, University of Dundee). |
| | 2.2.2 | One roundtable event was held in November 18 (in partnership with Business in the Community), bringing together a total of 10 individuals (5 representatives from NGOs and 5 representatives from the business community).

While this was the only event held with the specific aim of bringing business and NGO personnel together, other Alliance events (including the Annual Conference, AGM and roundtable meetings for our larger members in Jun 18 and Feb 19) also had representation from both the business and NGO sectors. |
Output 2.3 Members receive regular, high quality, relevant information resources		
	2.3.1	Members received 12 monthly newsletters during this period, and from May 2018, have additionally received mid-monthly updates highlighting upcoming events, training opportunities and important updates.
	2.3.2	The number of e-newsletter subscribers has risen to an all-time high of 3222 subscribers at the end of this period.
	2.3.3	However, open rates have actually declined since the end of Yr 1 to an average over the year of 765. The good news is that since the middle of this period, there has been a steady increase in open rates (898 in March), especially since newsletter format and content has been reived and improved.
Output 2.4 Generic membership services are delivered which drive up professionalism and effectiveness, especially in organisational development, grant management, fundraising, effectiveness and profile raising		
	2.4.1	In some months 5+ member activities posted in response to their requests. Total 44 over the year.

	2.4.2	Milestone of 30 enquiries for year two, was met with 29 enquiries from members and 2 enquiries from non-members.
		With the establishment of the online Alliance Community and growing use of this, enquiries and questions are posted on the Community which broadens responses and promotes peer support.
		A significant increase in requests for safeguarding support, and the specific allocation of funding to work on safeguarding has required considerable energy and effort in this area. The key outputs have been the production of a research study on safeguarding capacity and needs and the development of "Safer for All", a package of tools, resources and information to aim to transform safeguarding standards across the sector. These outputs were not in the original plan or logframe but have taken up significant staff resource.
	2.4.3	The resources page had 1,312 unique page views over the year, hence milestone of 150 users was met.
		In December 2018 the Alliance launched the safeguarding support package webpages which are publicly accessible. These webpages have had 542 unique page views since December.
	2.4.4.	The development and rollout of a rounded accompaniment service proposed for SG grantees was adversely impacted by staff shortage with the departure of the former E&L Advisor and unsuccessful recruitment combined with the unplanned and significant need for safeguarding services to be developed and provided.
		Delivery of the Accompaniment programme is provided through 3 main modalities: • Mentoring support • Training • One off support for a specific request or need (reported under 2.4.6)
		A programme of mentoring support was provided to 13 organisations in total through Y2, 4 organisations in receipt of an SG Project Grant, and a further 4 in receipt of Capacity Building Grants.
		A MEL workshop was delivered for SG small grant holders in June 2019 in Edinburgh, 11 organisations participated in the training.

		Space and a Group has been set up on the Alliance online Community for SG small grant recipients. 10 out of 23 grantees received a form of Accompaniment support, representing 43%, therefore the milestone of 33% is met.
	2.4.5	The milestone of 36 attendees at working groups in the year was not met partly due to turnover of staff in the Effectiveness & Learning team, with 26 attendees across three working group events. 26 attendees is an increase on 21 attendees at working groups in year 1. There were two meetings of the Leave No-one Behind (LNOB) group in May and July 2018 with 7 attendees at each, and one meeting of the Monitoring, Evaluation and Learning (MEL) group in March 2019 with 12 attendees. With a full complement of staff in the team, and a robust planning process it is expected that the Y3 target will be met, with regular meetings planned. A safeguarding working group is being established in 2019.
	2.4.6	Milestone of 10 individually tailored, one-off support and advice sessions delivered for members by mentors and staff. A variety of forms of tailored, one-off support and advice sessions were provided to members. A significant proportion of these were on safeguarding and support in developing fundraising proposals. These comprised: Bespoke individual safeguarding advice and mentoring sessions to 8 members Safeguarding policy development workshop/masterclass provided to 10 members Support to 11 members (7 of whom where successful) with funding applications to SG Small Grant Programme Support to 3 members on funding and due diligence for other funders A total of 32 sessions were delivered to members by mentors and staff, this the milestone of 10 individually tailored, one-off support and advice sessions delivered for members by mentors and staff has been met.

	2.4.7 & 2.4.8	Our social media presence in terms of the number of posts has exponentially increased over this last period, with 344 Facebook posts and 820 tweets about our members' activities. Our overall reach and engagement rates have also steadily increased.
	2.4.9	BBC Question Time Editor on panel at Cross Party Group; presentation to BBC TV Scotland news and programme editors; connection brokered between Foreign Policy magazine and 3 members; call from BBC re Cyclone Idai directed to relief agencies responded.

2.5 Specific individually tailored services delivered for members requesting support for sustained organisational development and improvement to effectiveness

	2.5.1	Going for Growth programme developed, piloted, promoted and rolled out. Development of the Going for Growth programme was adversely impacted by the staff turnover/gaps and call to work on safeguarding, as well as being dependent on the revision of the Effectiveness Toolkit which was not carried out in the reporting period for the same reasons. Development of the specific topic packages would be the basis of the allocations of mentoring. During the year, there have been efforts to designate particular areas of mentoring support to topic areas, but the diversity of organisations, their needs, capacity and the mentoring arrangement have shown that there is a need for broader guidance, tools and resources to be developed from the Effectiveness Toolkit, rather than very prescribed packages. (This is to be taken forward in Y3).
	2.5.2	A recruitment process late in Y1 brought in 5 new mentors meaning that the pool of inducted and engaged mentors stood at 8 mentors at the outset of Y2. 1 mentor has since withdrawn due to a change in employment situation. During Y2 mentoring support has been provided to a total of 13 organisations, with 7 now completed and 6 continuing. There are a further 4 requests currently being processed and there has been no unmet demand from organisations.
	2.5.3	Analysis of our mentoring programme over 2018-19 shows that of the 13 mentoring arrangements, 7

		related to members seeking mentoring support which would fall under the area of Going for Growth.
	Output 3.1 Policy Sub-Group of the Board re-started	
	Output 3.2 Lead role taken in facilitating participation of Scotland's international development sector in drive to meet SDGs in Scotland, UK and internationally.	
	3.1.1 & 3.1.2	The Policy Committee continues to operate as a sub-group of the Board of Trustees. In this period the group met twice for planning meetings, and members of the group met two more times to discuss specific areas of work, including collaborating on the organisation of a CPG meeting and on-going work on PCSD.
	3.2.1 & 3.2.2	The Alliance hosted two SDG specific events – one in collaboration with the Scotland SDG network and UN in August, and another in November with the University of Strathclyde on business and SDGs.

Furthermore, the Alliance has continued to play a lead role in Scotland's SDG Network facilitating and collaborating on responses to two different SDG related consultations, and setting up a working group on Scottish input into the VNR.

We have also led on the Scottish VNR working group and provided a platform for members to input into the Scottish approach to the VNR process, and co-drafting the chapter on SDG 17.

At national level we now sit on the Bond SDG steering group and have co-drafted a new report on the UK's international contribution to SDGs. We also engaged with DFID at two different engagement events representing Scotland's ID sector.

Finally, we have also undertaken our own research into our members contribution to SDGs, surveying over 80 members, and collecting data from 125 members. |
	3.3 Lead role played in organising the Scottish Parliament's Cross Party Group on International Development, on behalf of the sector.	Over the last period, we successfully organised 3 quorate meetings. Every meeting has had at least 50 external guests, with a total of 11 MSPs attending meetings throughout the year.
	Output 4 Website capability is upgraded to support enhanced online membership services and collaboration	
	4.1.1	Achieved, but problems remain on incompatibility between website and CRM

	4.1.2	Achieved, but more staff resource intensive than envisaged.
	Output 4.2 Staff are continuously deployed with the competencies to deliver the plan.	
	4.2.1	Achieved. Staff of consistently good calibre performing well.
	4.2.2	Staff turnover, time spent in recruitment and gaps in staffing continue to adversely affect performance of the organisation as a whole. Use of consultants helped us avoid any month-long gaps in staffing. We recruited and inducted 3 new SG-funded staff to replace leavers: an Effectiveness & Learning Manager, Membership Services Manager and Finance & Admin Manager.
	Output 4.3 Means identified of broadening the funding base without deviating from outcomes	
	4.3.1, Membership Growth contributes to broadening the funding base. 4.3.2, Other (i.e. not membership) non SG income secured	The membership growth strategy devised in November 17 was implemented and has succeeded in growing the membership base and generating additional income from subscription fees. Number of members at end of Year 2: 157 (19% increase on previous year); including a total of 34 new members.

Means of generating income from additional sources have been identified and implemented, including through annual conference ticket sales (subsidised rate for members and full price tickets for non-members) and exhibition

Milestone met. DFID grant income, + sponsorship and conference fees as above. |
	Output 4.4 Monitoring and evaluation of plan is developed and implemented, enabling the organisation to measure and learn from activities.	
	4.4.1, 4.4.2 and 4.4.3	Please refer to Outcome 2, which reports on a mid-term evaluation of the perceived benefit of membership. MEL Users Panel providing anonymised scrutiny of service use via quarterly survey.
	Output 4.5 Transparency Strategy devised, implemented and achieved to publish data to the IATI Standard.	
	4.5.1 and 4.5.2	Plans are being made to publish to IATI. Three members of staff undertook an introduction to IATI publishing course provided by BOND.

2.5	**Project Outcomes**	
	In the table below, please list your project outcome, and provide further detail on your progress and results over this reporting period. Please describe any delays or other challenges that you have experienced and how these have been addressed, and provide information about any unexpected results. Progress should be supported with evidence (such as links to monitoring data, case studies, web-based information, reports etc.) where possible.	
	Outcome 1 – An enlarged and widened membership base to include all with in interest in international development in Scotland	
	Outcome Indicator	**Progress against Planned Milestone/ Target**
	1.Total number of members	157 exceeding milestone. 19% increase on Y1.
	2. Number of members from other non-traditional NGO sectors	26, exceeding milestone. (17% of total membership base)
	Outcome 2 - Members benefit from use of services designed to meet changing needs	
	2.1	A mid-term evaluation of the perceived benefit of membership was conducted by [REDACTED]. A sample of 30 members was drawn out to be representative of geography and membership categories, and short telephone interviews were conducted. 29 of 30 members sampled stated that they derived benefit out of Alliance membership. The evaluator noted that "*In general [members] valued services as a way to build their confidence, network with peers and reduce their sense of isolation. Smaller members in particular often expressed a feeling of isolation and particularly valued networking services, even if they could not point to any direct benefits to their organisation.*" A key theme that emerged when discussing the derived benefits of membership was that the whole sector benefits. The evaluator commented that "*Several respondents discussed the overall benefit brought by the Alliance to the sector as a whole, through its work to improve organisations' effectiveness and increase their profile. This is hard to quantify or evidence, but members value it nonetheless.*"
	2.2	Attendees at all events totalled 547 individuals, an 89% increase on the baseline of 289. Therefore, the overall milestone of 367 attendees (a 20% increase from the baseline of 289) at Alliance events for Y2 was met and exceeded.
	Outcome 3	**The international development sector is well represented on policy and advocacy issues.**

	3.2 Number of policy/advocacy actions **Outcome 4** **The infrastructure and IT capability are fit for purpose to deliver the plan**	Ten. See 3.2.1 and 3.2.2 above. 4.1 The plan is delivered. Some targets missed, mostly because of the need to shift focus to meet new requirement to respond to safeguarding crisis, but most targets met or exceeded.
2.6	**Risk Management** If progress towards delivering activities and outcomes is slower than planned or there have been delays in delivery, please explain: a) What the issues have been? b) What actions have been taken in response to these issues?	

Issue/ Risk	**Action Taken**	**Outcome**
High levels of staff turnover	Salary benchmarking exercise undertaken. Salaries of 3 key posts adjusted.	Recruitment to replace leavers successful, no gaps of staffing of one month or more.
Need to respond to unforeseen requests for support with developing safeguarding policies and procedures	Responded by seeking extra financial resource from SG (£20,000 one-off grant for safeguarding), engaging consultant support to complement in-house and de-prioritising other planned activities.	Levels of take-up of safeguarding support services very high justifying adjustments made, and no expression of dissatisfaction received from recipients or potential recipients of other service delivery reduced as a consequence of deprioritisation.
Please add additional issues as required		

3.	**Sustainability**

3.1	**Exit Strategy** Describe the key components of your exit strategy and outline progress towards achieving it. Provide any other achievements or progress towards ensuring that your organisation remains sustainable in the longer term. Describe any challenges and how these will be addressed.
	Diversification of funding needed to meet our strategic objectives. We have moved towards this by increasing our membership fee income and other non-Scottish Government income. Challenges remain in that funding for intermediary bodies will always be difficult to attract and that the funding climate for many of our members is likely to become more difficult in the years ahead, making our annual subscription renewal requests more difficult for them to agree.

4.	**Financial Report**

	The narrative report below should be provided in conjunction with the Budget Spreadsheet report (see Annex 2). Please fill in the Budget Spreadsheet to: (a) confirm actual spend for the year and justify any significant disparities between programmed expenditure and actual expenditure within the financial year, (b) detail programmed spend for next year.	
4.1	**Underspend** Please note where your organisation anticipates a significant underspend, and where you intend to request that some funds are carried forward with the agreement of the Scottish Government. Please provide justification for this underspend below. Please note that any carry-over of funds to the next financial year should be agreed with the Scottish Government by January 31st of the current financial year.	
	Our underspend is estimated at £30,724. Of this, £15,610 is underspend on staff costs, and £14,174 is programme cost. We request carrying forward the total underspend, as follows: staff costs to be allocated between an SDGs mapping exercise in Malawi and membership recruitment and retention: programme costs on expenses delayed because of delayed activities.	
4.2	**Expenditure** Please comment on the breakdown of expenditure explaining any significant disparities between projected expenditure and actual expenditure.	
	Staff costs outturn less than originally projected because of DFID contribution to CEO and Finance Manager costs. Programme expenditure less than expected because planned programme of effectiveness activities delayed partly by staffing gaps and partly by the need to respond to the safeguarding crisis.	
4.3	**Cost Effectiveness and Efficiency** Please detail any efforts to reduce costs, whilst maintaining quality– for example through managing costs, efficient resourcing, working with and learning from others etc.	
	Sought free premises for trainings and other events wherever possible and often with success	
4.4	**Co-finance and Leverage** Please provide details of any co-finance or leverage that has been obtained during the reporting period, including how the funds/ resources will contribute to delivering more and/or better outcomes.	
	Grant obtained from DFID which contributes to overhead costs and to the salaries of the CEO and Finance & Admin Manager. Project staff engaged by DFID contribute through their agreed workplan to services on behalf of our members with income less than £500,000 pa. (i.e. 70% of our membership base).	

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Annex 1: Guidance Notes: End of Year Report

- This report is to be completed at the end of the financial year
- Please complete this form electronically.
- Once complete please send this reporting form, by email to your Scottish Government project manager.
- The report should be submitted by the end of April following the financial year to which the report relates.

Question	Guidance
Basic Information	
1.1	Insert the financial year for which you are reporting
1.2	Insert the year of your funding (i.e. Year 1, 2 or 3)
1.3	Insert the total budget (including funding from other sources). Please make a note if this has changed during this financial year. Reasons for changes should be reported in section 3.
1.4	Insert the total amount of funding received through the IDF.
1.5	Confirm that supporting documentation has been included with your report. Please tick those boxes that apply. Confirm whether any changes have been made to the logical framework, and whether the LF submitted has been approved by the Scottish Government (or is pending approval).
1.6	Please reference previous (actionable) feedback that you have received since your last report, and describe any action that has been taken in response/ since then.
1.7	Insert the date that your report was produced.
1.8	Insert the names and positions of the key person(s) involved in preparing your report.
1.9	It is essential that you let us know if any of your contact details have changed.
Progress and Results	
2.1	If your planned activities have changed significantly in focus or delivery since inception, please explain how and why, attaching copies of all relevant correspondence you have had with the Scottish Government about this. Please also describe and explain any changes to basic information here.
2.2	If your Logical Framework has changed over the last Financial Year please detail and explain these here. This enables us to more quickly understand the changes and your progress, based on the most up-to-date information.
2.3	An update on any delays or challenges in monitoring will help us to understand the information presented in the report and logframe.
2.4	**For this question you will need to refer back to your most up-to-date APPROVED logical framework**. Looking again at the *output indicators* outlined, please comment on the progress made towards achieving these during the reporting period, including any challenges and how these were overcome. This should include a narrative (where relevant) as well as quantitative data – indicating clearly the milestones (including dates) and progress to date using the same measurement unit (e.g. number/ percentage) provided for the baseline etc. should be outlined using a percentage or number. E.g. By end March 2016, 5 training sessions delivered in the last year against a milestone target of 4.
2.5	**For this question you will need to refer back to your most up-to-date APPROVED logical framework**. Looking again at the *outcome indicators* outlined in your original application, please comment on the progress made

	towards achieving these during the reporting period, including any challenges and how these were overcome.
2.6	If progress towards delivering activity and outcomes has been slower than planned, please use this space to indicate the reasons why and whether any risks outlined in your application have impacted on activities and outcomes.
Sustainability	
3.1	Detail briefly your progress towards ensuring that your organisation will be sustainable in the longer term. You may wish to refer back to your application form as well as reflecting on other elements of sustainability.
Financial Reporting	
4	**For this question, you will also need to complete the budget spreadsheet at Annex 2**. Please use the budget columns to provide a breakdown of actual expenditure incurred during the financial year to which this report relates, against expenditure planned as well as expected expenditure for the next financial year.
4.1	It is important for us to understand reasons for underspend.
4.2	Please outline any reasons for any discrepancy in the budget spend
4.3	The Scottish Government is interested in how organisations are working efficiently and effectively.
4.4	Please detail if your organisation has succeeded in sourcing additional funds to enable it to extend its work.