

PHILIPPA BONELLA

Specialist in strategic planning, policy/public affairs and governance

8A Glengyle Terrace, Edinburgh EH3 9LL, Scotland, UK
(mob) +44 (0)7827 290482 (home) +44 (0)131 478 4065
email: philippa.bonella@blueyonder.co.uk skype:philippa.bonella1

Key skills and experience

More than 20 years' evidenced success in strategy, policy, communications and advocacy in the voluntary and public sectors. Experience with diverse organisations including charities, faith-based organisations, government and funders at Scottish, UK and international levels. A particularly strong track record in:

Strategic reviews – horizon scanning, internal/external stakeholder engagement, customer and competitor mapping, theories of change, implementation plans. For example:

- Big Lottery Fund (2015-17): devised a focussed new £50m international funding strategy, steered through committee approval, and led early implementation.
- Home-Start Worldwide (2017): engaged board, members and potential donors, developed options for organisational development, devised strategic plan and fundraising/staffing strategy.
- White Ribbon Scotland (2017): detailed review at a key moment of change led to all recommendations being taken forward and further work to develop a theory of change connected to national policy and partnerships.

Improving organisational culture and governance – change management, team building, supporting good governance. For example:

- Ecologia Youth Trust (2017): supported trustees to draft new strategy, review governance and create succession plan for founder and other members.
- SCIAF (2011-15): recommended successful new board structure, drafted committee terms of reference. Led internal communication during three-year gap at CEO level, including 2 board-driven restructures, with minimal staff attrition.

Research, policy and advocacy – strategy, monitoring and evaluation, drafting policy recommendations, strategic influencing at Scottish and UK levels. For example:

- Christian Aid (2018): detailed desk research and multiple interviews to produce a history of Christian Aid Ireland, with lessons for devolving power to new entities.
- Scottish Government (2017): desk review of effectiveness of international development funding, with recommendations for future process.

Funding – adaptive relationship-based grant-making; effective fundraising strategies.

- Corra Foundation (2018): assessed applications to Scottish Government International Development and Climate Justice Innovation funds, made recommendations for improved funding practice.
- Big Lottery Fund (2015-17): identified and embedded good international funding practice; additionally offered findings to improve access to equalities funds.

Consultancy Experience – relevant projects since Dec 2015

2019

Training on Strategic Planning for Chief Executives, ACOSVO, Edinburgh

Designed and delivered a well-reviewed masterclass for third sector chief executives.

Qualitative research on perceptions of member benefit, Scotland's International Development Alliance, Edinburgh

Developed methodology, carried out telephone interviews and analysed results to provide qualitative findings on member perceptions of the benefit they receive from the Alliance, with recommendations to inform donor reporting and future strategic planning.

2018

Human Rights Monitoring, World Council of Churches, Occupied West Bank (Aug - Nov 2018)

With the Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI). Provided protective presence to communities, reported to UN and other agencies on human rights abuses, and worked with Israeli and Palestinian human rights groups.

Learning Review, Christian Aid (London, Belfast, Dublin)

Researched the history of Christian Aid Ireland as an example of devolved power within the Christian Aid family. Synthesised learning reflections from key participants and recommendations for the future of Christian Aid as a global partnership.

Capacity-Building Support, Home-Start Worldwide (Leicester)

Following successful strategic review in 2017, advice on first steps to implement new strategic plan. Developed a fundraising and staffing strategy to resource the plan, drafted first applications and attracted new resources.

Assessor, Corra Foundation (Edinburgh)

Assessment advice on proposals for Scottish Government funding (International Development Fund and Climate Justice Innovation Fund).

2017

Programme Management Support, Opportunity International UK (2017-18) (Oxford)

Interim support managing a Scottish Government grant (Rwanda). Review of Scottish capacity and recommendations for future staffing and approach in Scotland; recruitment and office set-up.

Funding Advice, Womankind Worldwide (London)

Reviewed concept note for application to a new funding stream.

Programmes Review, Scottish Government International Development Fund (Edinburgh)

Review of completed Scottish Government international development programmes in Sub-Saharan Africa and South Asia 2008-17. Included developing and testing methodology, review of each funded project and assessing achievements of overall programme against aims of 2008 Scottish international development policy. Awaiting publication.

Scoping Research – Discrimination Funding, Big Lottery Fund Scotland (Glasgow)

Desk research, staff workshop and key informant interviews to create a theory of change and communications plan to engage more groups with experience of discrimination in Lottery funding.

Strategic Review, Ecologia Youth Trust – international children's NGO (Findhorn)

Facilitated two day workshop with trustees, staff and international partner input. Drafted strategic plan and contributed to fundraising strategy. Identified governance and staffing issues and

provided tools for improvement.

Strategic Review, Home-Start Worldwide (Leicester)

Strategic plan for global family of Home-Start parent support organisations. Engaged members and donors, benchmarked against international networks, governance review, funding strategy.

Policy/Advocacy and Re-branding Strategies, Network of International Development Organisations in Scotland (NIDOS, Edinburgh)

Delivered a focussed policy and advocacy strategy and a communications/rebranding strategy, as this international NGO network shifted to become a wider civil society alliance.

Strategic Review, White Ribbon Scotland - violence against women campaign (Edinburgh)

Reviewed plans and internal evidence, interviewed stakeholders, set out clear new strategic direction for this small campaigning charity. All recommendations agreed and incorporated into new business plan. Re-contracted to develop theory of change with trustees, staff and volunteers.

2016

Integrated Corporate Communications Strategy, CAFOD (London)

Detailed external communications audit (desk research, interviews and review of sector best practice). Recommendations incorporated into CAFOD's first integrated communications strategy.

2015-17

International Specialist Adviser, Big Lottery Fund (London)

Devised a focused £50m international development funding strategy to support disabled people in East Africa. Shepherded the strategy through board approval and engaged political, sector and wider funding stakeholders. Led early implementation including designing staffing structure, decision making process, evaluation framework and 'test and learn' grant awards.

Previous employment

Feb 2011 – Nov 2015

Head of Communications and Education

Scottish Catholic International Aid Fund

- Responsible for fundraising, communications, supporter relations, advocacy and development education. Led team of 24 staff
- Arrested decline in voluntary income, with 20% growth in final year
- Significant leadership responsibilities during 3 year absence of CEO
- Restructured department to improve productivity
- Researched, drafted and championed 5-year corporate strategy.

Feb 2008 – Feb 2011

Director of Policy and Campaigns

Action on Smoking and Health Scotland

- Led successful campaign for youth smoking prevention law
- Influenced Scottish Government plans for a new tobacco strategy
- Diversified income and delivered innovative new projects including £500k Big Lottery-funded research programme.

Oct 2007 – Feb 2008

Head of Strategy

Equality and Human Rights Commission Scotland

- Interim appointment within newly established Commission
- Led early work to develop the Commission's strategy in Scotland, maintaining previous stakeholder relations.

May 2005 – Sept 2007

Director of Policy

Equal Opportunities Commission Scotland

- Led and communicated the implementation of new legislation (gender equality duty), to achieve the first instance of equality law being tougher in Scotland than elsewhere in Britain
- Developed a range of well-received education tools.

- Aug 1998 – May 2005** **Policy Manager** (2002-2005)
Policy Officer (1998–2002)
Scottish Council for Voluntary Organisations
- Managed policy development, international strategy and research
 - 18 month secondment to the Scottish Government (2004-05) to draft new charity law and develop government strategy on the voluntary sector
 - Created networks including Scottish Disability Equality Forum and Network for International Development Organisations in Scotland.
- Sept 1997 – Aug 1998** **Information Officer**
YouthLink Scotland
- Dec 1996 – Aug 1997** **Field Officer**
Scottish Churches World Exchange
- Aug 1995 – Nov 1996** **Volunteer teacher, Kenya**
Scottish Churches World Exchange

Education

- 1993 – 1994** **Institut d'Etudes Politiques, Paris**
 Certificat d'Etudes Politiques (Post-grad certificate in political science)
- 1991 – 1995** **University of St Andrews**
 MA (Hons) French/International Relations (2:1)

Languages spoken and trips

French (fluent). German (limited); Kiswahili (limited)

Work-related field trips have included: Palestine (2018), Uganda (2016), Tanzania (2016), Malawi (2014), Rwanda (2017 and 2014), India (2012 and 2010), Ethiopia (2012), Kenya (1996-97).

Current and recent voluntary positions

Mentor to senior staff in voluntary sector (ACOSVO, since 2017)
 Volunteer speaker, SCIAF (since 2011) and EAPPI (since 2018)
 Chair/trustee of Refugee Survival Trust (2010 – 2015)
 Trustee, International Development Education Association Scotland (2013 – 2015)
 Board member, Eco-Congregation Scotland (2011- 2015)
 Member of Finance and Fabric committee and volunteer fundraiser, Sacred Heart Church, Edinburgh (since 2005)

References available on request.