

The Westminster Foundation for Democracy Limited

Company Number 2693163

Minutes of Meeting of the Board of Governors held in Committee Room 19, Palace of Westminster, on Wednesday, 25 January 2012

Present

Gary Streeter (Chair)
Jim Bewsher
Tina Fahm
Rt Hon Don Foster MP
Rt Hon George Foulkes
John Glen MP
Bronwen Manby
Meg Munn MP (Vice Chair)
Andrew Rosindell MP
Myles Wickstead (Vice Chair)
Pete Wishart MP

In attendance

Linda Duffield	Chief Executive
Paul Naismith	Company Secretary/Director of Finance
Alex Romaniuc	Head of Programmes, Europe
Marina Narnor	Head of Programmes, Africa and Asia
Dina Melhem	Head of Programmes, MENA
Lorraine Dixon	HR Manager
Tracey Edginton	Strategy & Communications Manager
Nabila Sattar	Labour Party
Paul Speller	Liberal Democrats
Natalie Darby	Liberal Democrats
Chris Levick	Smaller Parties
Nicole Gregory	Team Leader-Programme & Democracy Team, HRDD/FCO
Mark Brownjohn	Desk Officer-Elections/WFD, HRDD/FCO
Tamara Moluch	Minute Taker

1. Apologies for absence, welcomes, appointments

Apologies were received from the Rt Hon Hilary Armstrong, Ken Jones and John Osmond.

Gary Streeter confirmed the **reappointment** of Tina Fahm as WFD Governor for a further three-year term and **welcomed** Tracey Edginton, the newly appointed Strategy & Communications Manager, to her first Board meeting.

He took the opportunity to thank Myles Wickstead, who would be stepping down as Governor at the end of January, for his invaluable contribution to the work of WFD and, in particular, to the Projects and Programmes Committee which he had chaired since 2006. The Chair proposed and the Board confirmed Ken Jones' **appointment** as Chair of the PPC as from 1 February 2012.

2. Conflict of Interest Declarations

None declared.

3. Minutes of Board meetings (Document 1)

The minutes of the Board meeting held on 26 October 2011, being an accurate record of the meeting, were APPROVED and duly signed by the Chair.

4. Matters arising not already covered on the agenda.

Action Point 1: Amendments to the Evaluation of WFD's Business Plan 2010-11. With no amendments received, Gary Streeter confirmed that the Evaluation would now be published on WFD's website.

TOPICS FOR DISCUSSION

5. Business Case to DFID and FCO

Linda Duffield updated the Board on the Business Case for funding submitted to DFID / FCO on 3 November 2011. Since then, there had been discussions with both Departments on a detailed log frame, financial case and appraisal of options. This was still being considered internally by DFID and FCO and a decision on future funding was still awaited. Linda informed the Board that DFID was considering a six-month 'inception phase' during which WFD would need to evidence progress towards the development of a monitoring and evaluation framework for the whole organisation, the development of log frames for each of the strategic programmes, as well as the implementation of the Change Agenda.

Board members expressed their concerns at the delay in confirming future funding, which had already impacted on WFD's ability to finalise its Business Plan and budget for 2012-13, and looked forward to a positive and early decision. It was AGREED that Gary Streeter would take the matter up with Ministers if necessary.

6. Draft Business Plan 2012-13 (Document 2a)

Linda Duffield introduced the **Draft Business Plan 2012-13** which, in the absence of confirmed funding from FCO and DFID, was based on two scenarios:

- Scenario A – combined funding from FCO / DFID for 2012-13 of **£5.5m**
- Scenario B – FCO grant-in-aid for 2012-13 of **£3.5m**

In line with WFD's own strategy, as well as the Business Case, the regional teams and political parties were aiming to deliver more strategic, joined up programmes in future. The Business Plan proposed 13 country / regional programmes for 2012-15, subject to detailed assessment visits once DFID / FCO funding had been confirmed. The priority country and regional programmes had been proposed following internal strategic reviews between the regional teams and political officers. These regional strategies had been shared with the Board, FCO and DFID. In addition to these 13 programmes, WFD would also be delivering a number of externally funded programmes and continue to seek extra-budgetary resources for future work where possible.

The political parties were in the process of prioritising their party-to-party programmes in line with WFD's Strategy and the Business Case with a view to developing longer-term strategic programmes (regional, thematic or country specific).

Questions were asked about activities scheduled under SO3 "becoming a results and learning oriented organisation delivering programmes of the highest quality". Linda explained that if DFID funding were confirmed, £500,000 would be earmarked under SO3 to strengthen technical expertise, M&E and professional skills across the whole organisation. It would also support some innovative programmes bringing together WFD's parliamentary, cross-party and sister party work. Without DFID funding, no specific budget had been identified for this work and the Board might wish to reallocate funds to support this objective in due course.

The Board APPROVED the Business Plan 2012-13 in principle, including programme plans for the coming year, subject to confirmation of funding.

Draft Budget 2012-13 (Document 2b)

Paul Naismith presented an overview of the **Draft 2012-13 Budget** which, in line with the draft Business Plan, presented two scenarios, as follows:

- Scenario A - assuming Business Case approved – total budget revenue of **£7.7m** including third-party income
- Scenario B - assuming current level of grant-in-aid – total budget revenue of **£5.7m** including third-party income

He highlighted that confirmation of future allocation of funding to the political parties and programme teams would be taken once the outcome of the FCO/ DFID Business Case was known. This would take into account under Scenario A a requirement that DFID funds not be used for sister party work and that additional FCO funds would therefore be allocated to parties. Overall, the budget would follow the historic 50:50 split (political parties and regional teams), after top slicing for corporate costs (capped in future).

A review of WFD's administrative and staffing costs (parties, programme teams and corporate) was planned over the next few months. Some concerns were raised that no alternate arrangements had been put in place to replace the financial resources currently available to assist political parties to undertake cross-party work. It was noted that these would end with the start of the FY as regional teams took on responsibility for all cross-party parliamentary work. Political Governors drew attention to the fact that, without additional financial resources, all political party offices - and in particular that of the Smaller Parties - would find it difficult to carry out cross-party programmes in addition to their sister-party work and might necessitate cuts to their current staffing levels. The Board also expressed some concerns about WFD's ability as a whole to manage the expected increase in funding and activity without increasing staff resources.

The Board AGREED:

- The review of political parties' administrative costs, being undertaken by John Glen and Paul Naismith, should be prioritised and concluded by end-February 2012 at the very latest. The review would seek to find a fair, transparent and accountable solution including a review of the percentage caps on party administrative costs. It would also need to identify an appropriate level of resource for managing cross-party (but not parliamentary) programmes in future. The intention was to find a solution which, at the very least, maintained the parties' current staffing levels.
- There would be a parallel review, undertaken by John Osmond and Paul Naismith, of WFD's staffing and administrative costs – programme teams and corporate.

The Board APPROVED in principle the draft Budget for 2012-13 subject to confirmation of funding. Confident that Scenario A would be confirmed, Gary Streeter expressed the hope that all outstanding issues would be resolved by end-March 2012.

7. Proposals for strengthening WFD's governance structure (Document 3)

The Board AGREED all the recommendations set out in Document 3 (WFD Change Agenda: Strengthening Governance Arrangements) and APPROVED the following:

BOARD OF GOVERNORS

Strategic focus: In order to allow for a full review of regional strategies and agreement of priorities for including in the following year's Business Plan, the October Board meeting would need to be slightly longer for this purpose. (It was felt preferable to have this discussion at a formal Board meeting rather than an informal Away Day. The timing and focus of next year's Away Day would therefore be agreed later.) The October Board would also review the Risk Strategy as a whole. The revised work plan was agreed.

PROJECTS AND PROGRAMMES COMMITTEE

PPC Membership: To be revised to read that membership comprises eight members including four Political Governors (one from each of the three larger parties and one from the smaller parties) and four Independent Governors; other Governors to be encouraged to participate in the work of the Committee and attend its meetings.

Delegated financial responsibility to PPC: To be revised to read that the current limit for approval by PPC for any single programme is set at £100,000 within any single year (e.g. year 1 of a £300,000 three-year programme).

Delegated financial responsibility to CEO: To be revised to read that the CEO has delegated authority to approve budget increases and approve projects up to £20,000 whether from the parties or the teams. In the case of the parties, the CEO would not have a veto and would refer such proposals to the PPC for decision.

Urgency procedure: To be revised to reflect the new delegated financial responsibilities.

Other Issues to enhance Board effectiveness:

- There would be benefit in making training available across the whole of WFD - Governors, staff and party officers e.g. on Anti-Bribery and Corruption legislation.
- Opportunities should be provided to bring together Governors, staff and programme deliverers (MPs etc) to share experiences, lessons learnt etc. This would also help build networks for the future.

REPORTS FOR INFORMATION

8. Chief Executive's report (Document 4)

The Board NOTED the report.

9. Audit Committee (document 5)

The Board NOTED the minutes of the 10 January 2012 meeting of the Audit Committee.

10. Projects and Programmes Committee (Document s 6a-c)

- The Board NOTED the Minutes of the 11 January 2012 meeting of the Projects and Programmes Committee and APPROVED the following proposal (over £50,000):
 - WFD: DRC – Supporting the RCPP towards the Second Provincial Assemblies (£76,273.50)

11. Parties Management Group

The Board NOTED that the PMG did not meet this quarter following the decision that it meet on an *ad hoc* basis, as and when necessary.

12. Other Reports

- Finance Director's report

Paul Naismith introduced the **Management Accounts to 30 November 2011** noting that:

- Overall **grant project spend** up to November 2011 was below target but both political parties and teams were confident that the targets would be met.
- **Programme spend** during the same period was at 58% of full year estimate.

The Board NOTED the report

- Political Party reports (for the period July – December 2011)

In NOTING the reports, the Board requested further details to be circulated on the outcome mapping trial that the Labour Party was conducting as a potentially useful monitoring and evaluating tool.

- Regional Team reports (for the period July – December 2011)

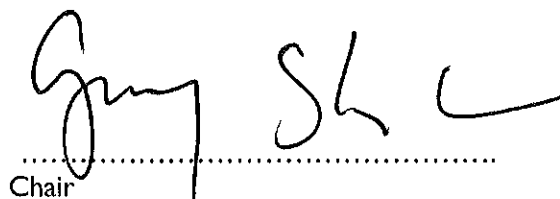
The Board NOTED the reports.

13. Any other business

None.

14. Date of next meeting:

Monday, 26 March 2012 at 16.00h



Chair

Date: 26 March 2012

The Westminster Foundation for Democracy Limited
Company Number 2693163

**Minutes of Meeting of the Board of Governors held in Committee Room 20,
Palace of Westminster, on Wednesday, 24 April 2013**

Present

Gary Streeter (Chair)
Rushanara Ali MP
Tina Fahm
Ann McKechin MP
Andrew Rosindell MP
Rt Hon Andrew Stunell MP
Pete Wishart MP

In attendance	Linda Duffield	Chief Executive
	Paul Naismith	Company Secretary/Director of Finance
	Jamie Tronnes	Director of Programmes
	Sarah Leigh-Hunt	Programme Officer, MENA
	Philippa Broom	Conservative Party
	Nabila Sattar	Labour Party
	Iain Gill	Liberal Democrats
	Chris Levick	Smaller Parties
	Simon Jones	Head of Europe and Democracy Team, FCO
	Mark Brownjohn	WFD/Elections, HRDD, FCO
	Tamara Moluch	Minute Taker

1. Apologies for absence, welcomes and departures

Apologies for absence were received from Bronwen Manby and John Osmond, who were unable to attend due to the rescheduled Board meeting.

Gary Streeter **welcomed** Rushanara Ali MP and the Rt Hon Andrew Stunell MP to their first Board meeting as Governors. He also welcomed Simon Jones, Head of Europe and Democracy Team in FCO.

Gary Streeter informed the Board that John Glen MP had stood down as Governor with effect from 31 March, following the Board restructuring. He also reported that Ken Jones had resigned from the Board effective 31 March and a new independent Governor would be appointed in due course. The Board was also informed of two staff changes arising from the resignations of Alex Romaniuc, Head of Europe Team, and Tracey Edginton, Strategy and Communications Manager. Gary took the opportunity to thank all for their invaluable contribution to the work of WFD.

2. Conflict of Interest Declarations

None declared.

3. Minutes of Board meetings (Document I)

The minutes of the Board meeting held on 30 January 2013, being an accurate record of the meeting, were **APPROVED** and duly signed by the Chair.

4. Matters arising (not covered elsewhere on the agenda)

ACTION POINT I: Gary Streeter reported that, since the last Board meeting, Linda Duffield had met with the **political parties to discuss their long-term programmes, training needs and**

M&E support. A series of training days on programme design and M&E had been arranged in May and Kate Bunbury would continue to provide support and advice to individual party officers on request. Two events to share best practice with other international partners were also scheduled for June. On 19 March, the Chair, Vice-Chair and CEO had met the political parties to discuss strategic programmes and future work.

TOPICS FOR DISCUSSION

5. Approve programme proposals over £20,000 (Document 2)

E1	Eastern Europe: Liberals in Coalition Total budget £31,184.00 (LibDems Party-to-Party)	APPROVED
M1	Women's Capacity Building workshops Total budget £49,627.00 (Labour Party-to-Party)	APPROVED
R1	Women's Political Day Total budget £92,420.01 (Labour Party-to-Party)	APPROVED
R2	Annual Conference Best Practice Programme Total budget £187,174.90 (Labour Party-to-Party)	APPROVED

Recognising that the long-term benefits gained from the very useful work around party annual conferences could not be captured immediately, Andrew Stunell asked about developing realistic and objective ways of assessing the impact of such programmes. Linda Duffield supported the development of a reporting framework that would evidence the long-term impact and value of such programmes, including the building of strong and effective networks. She would follow up with the M&E Adviser. Philippa Broom suggested that an evaluation report she had presented to the PPC entitled 'Review of the WFD funded UK Election Observation Programmes: Role, Structure, and Results' might prove helpful in this work and offered to re-circulate this to the Board.

Rushanara Ali also supported the development of mechanisms to capture the value of building networks, partnerships and identifying future leaders which were the bedrock of effective democracy building.

Nabila Sattar reported that she had responded directly to all comments on the three Labour proposals made by Governors and confirmed that all issues had now been resolved.

- ACTION POINT 1:** Responses to comments on draft programme proposals to be copied also to the CEO.
- ACTION POINT 2:** WFD to look at M&E tools to measure the impact of party conference work and long-term relationship and network building.

6. **Agree Board's future work plan and working arrangements** (Documents 3)

The Board discussed and **APPROVED** the following changes to the work of the Board;

- i. The Board would meet five times a year in future. Dates for the remainder of 2013-14 were agreed as follows: 26 June, 4 September (agreed following Board meeting), 20 November and 5 February. Meetings would be scheduled from 09.30 to 11.30.
- ii. The **work plan** for 2013-14 (Annex to Document 3).
- iii. The **quorum** for Board meetings would be:
 - Four governors, two political and at least one independent governor until September 2013 and two political and two independent governors thereafter. All governors were appointed to the Board with the same responsibilities and the Board aimed to work collectively without distinction between political and independent governors.
- iv. **Away Day** – see Agenda item 7 below
- v. **Handling future programme proposals** - the Board discussed three options for consultation and discussion of the programme proposals as set out in the paper and agreed on option A, which would involve prior consultation of the Board on all draft proposals. In future, therefore, all new programme proposals would be circulated to Governors, as well as FCO, DFID and the CEO, approximately one month before each Board meeting to provide an opportunity for written comments before programmes were finalised. All comments would be sent to the CEO (via Tamara Moluch) for forwarding to originating party or programme team allowing time for any additional material to be included or adjustments made to the proposals ahead of the Board meeting. Governors would also be asked to indicate any particular issues or programmes they wished to have a substantive discussion on, enabling the Chairman/CEO to plan the Board's time more effectively. The Board asked that:
 - sufficient time be provided for pre-Board consultations;
 - the process and proposal forms be streamlined wherever possible;
 - deadlines be made clear and respected by all to ensure adequate scrutiny.
- vi. **Urgency procedure** - urgency proposals would be submitted to all Board members by the CEO electronically (copied to FCO/DFID) allowing five working days for consultation. The quorum for approval would be four Governors (as set out above). If any Governor expressed significant reservations about a proposal, it would be referred for discussion to the next Board meeting.
- vii. **External bids**: to keep the Board informed and allow opportunity for discussion of external funding opportunities, the CEO would in future circulate all external funding bids in draft to the Board with a covering summary/analysis for approval before being submitted to the donor, where the donor's timetable allowed. If this were not possible, the CEO would consult the Board electronically as per the Urgency procedure. Concept notes or expressions of interest, prior to a bid, were often requested by donors at short notice. These would be copied to the Board for information as well as to political parties where party work might be included. The Board would also have the opportunity to review all externally-funded programmes as part of its agreed work plan.

Sub-Committees:

- viii. No changes were proposed to the Audit Committee. (The one vacancy on the Committee to be filled once a full complement of Governors was in place.)
- ix. No changes were proposed to the Terms & Conditions Committee. (A new chair and members of this Committee would be appointed once a full complement of Governors was in place.) Pending this, the Chair and Vice-Chair would be consulted by the CEO on any relevant issues.

The Parties Management Group (an informal group) would be discontinued.

Use of IT:

- x. Board members requested that all Board papers should continue to be distributed to Governors electronically and in hard copy. Any Governor wishing to receive electronic copies only to notify Tamara Moluch.

Role of CEO and Executive Team:

- xi. There was a brief discussion of the role of the CEO and her executive team in line with the duties set out in the Management Statement and consistent with the CEO's role as Accounting Officer. The Board encouraged further steps to reinforce linkages between the parties and programme teams, improve working arrangements, long-term planning and joined-up working. The Board did not change the delegated financial authority to the CEO (currently £20,000) but agreed this should be kept under review.

7. Agenda and date for Away Day (Document 4)**The Board AGREED:**

- To hold an Away Day on the morning of Wednesday 19 June 2013 in Parliament (09.00-13.00);
- The first part of the meeting would be for Governors only and staff and party officers invited to attend the discussions later;
- An informal dinner for Governors and CEO on the eve of the Away Day (18 June) to be considered;
- Topics for discussion to include strategy review, party work, and the move towards joined up programming.

ACTION POINT 3: **Governors are invited to send further suggestions for discussion at the Away Day to Linda Duffield who would circulate a draft programme.**

8. Board Risk Appetite Statement (Document 5)

Paul Naismith introduced the draft risk appetite statement and sought Board endorsement for the approach it outlined for the development of a Risk Appetite Statement which would form part of WFD's risk management framework. He highlighted the need for the Board to agree the discussion framework around the varied risk levels of WFD's many different types of activity. Tina Fahm commended this approach, adding that the discussion framework being considered summarised the main categories of risks for which the Board was collectively responsible and was fully cognisant of, and had put in place, appropriate mitigating measures.

The Board asked that the risk appetite statement acknowledge WFD's specific remit as an 'arms-length' body set up to manage risk associated with its work on governance. Rushanara Ali said that the risk statement should also acknowledge the fact that external political factors were outside WFD's control and that WFD needed to be innovative and develop new relationships, and that its work was distinct from that of FCO or DFID in this field.

The Board **ENDORSED** the approach as outlined. It also **AGREED** that staff should be consulted on the wider risk issues surrounding Health & Safety and that the Risk Appetite Statement should be on the agenda at the forthcoming Away Day in June.

Reports for Information

A. COMMITTEE REPORTS

a) Audit Committee (Documents 6)

Tina Fahm introduced the minutes of the 19 March meeting, recording a vote of thanks to Ken Jones who had served on the Committee over the past five years and had greatly contributed to its work. She reported that the Committee had discussed the impact of the withdrawal of Bangladesh funding; and that the NAO were currently working on WFD's final accounts and had given assurance that they were satisfied with the accounts to date. There had been little change in the Risk Dashboard as at March 2013 and its balance remained unchanged. Finally, she drew the Board's attention to the NAO Fact Sheet that outlined corporate governance good practice and guidance which she felt was important to share with the Board.

The Board **NOTED** the report.

b) Projects and Programmes Committee (Document 7)

With the abolition of the PPC, the minutes of the 15 January 2013 meeting were signed by the Chair of the Board. The one outstanding action point concerned the party-to-party Conservative 'Proyecto Venezuela Youth Development' programme and Philippa Broom confirmed that recent in-country events had prevented some anticipated activities taking place.

The Board **NOTED** the report.

c) Terms & Conditions Committee

The Board **NOTED** that the Terms & Conditions Committee had not met this quarter.

d) Parties Management Group

The Board **NOTED** that the PMG had not met this quarter.

B. Other Reports

a) Chief Executive's report (Document 8)

Linda Duffield highlighted:

- Party officers and regional teams were now beginning to compile material for WFD's first annual report to the External Evaluators, FCO and DFID. This would be shared with the Board in draft ahead of its June meeting;
- WFD was looking carefully at the reasons behind DFID's to close the Bangladesh programme, including the fact that DFID's current expectations and the political context were very different from when this programme was first designed. She had asked Jamie Tronnes, WFD's Director of Programmes to prepare a report on the programme closure including lessons learnt. Ann McKechin asked that this included specific lessons learnt in the area of M&E. The report would be considered by the Board at its June meeting.

With reference to WFD 'becoming a leader in democracy assistance', Pete Wishart suggested that, in order to achieve this goal, WFD would need to be better positioned to respond flexibly to current and emerging needs. In support, Rushanara Ali said that the current situations in Bangladesh and Venezuela illustrated the way in which political events affected WFD's work and this fact would also need to be made explicit when reporting to funders.

The Board **NOTED** the report.

b) Programmes approved since the last meeting of the PPC

The Board **NOTED** the report.

c) External funding proposals at bidding / concept stage

The Board **NOTED** the report.

d) Summary of all programme commitments from April 2012

The Board **NOTED** the report which it felt was a useful snapshot of WFD's work. It noted that the discrepancies between budget approvals and budget allocations were due in part to the fact that funding allocations for 2013-14 had not yet being included.

e) List of open / closed projects and programmes

The Board **NOTED** the report.

f) Finance Director's report (Documents 9)

Paul Naismith highlighted:

- Full-year allocations had been utilised but only after £450,000 of DFID funds had been moved into the next financial year;
- About 25% of programme funds had been disbursed in March which had put a lot of pressure on all the teams. He hoped for a more even annual spend in future.

Andrew Stunell pointed out that uneven spends had become a regular occurrence and asked if something could be done to prevent this in future. Acknowledging the problem of deferred activities due to external political events, Paul Naismith agreed that better planning was part of the solution.

g) **Final budget for 2013-14**

The Board **NOTED** the final budget for 2013-14 which contained two compensating changes to the budget presented in January 2013.

h) **Freedom of information requests**

The Board **NOTED** that none had been received in this quarter.

i) **Details of programmes for publication on website**

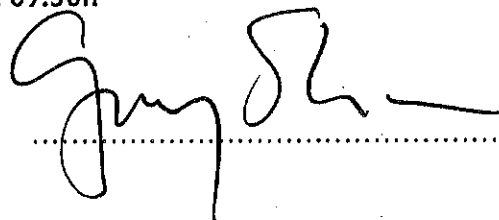
The Board **NOTED** the report and **AGREED** the exemptions to publication.

9. **Any other business**

ACTION POINT 4: **A WFD Board calendar including the agreed work schedule to be circulated to Governors, political parties and staff.**

10. **Date of next meeting: Wednesday, 26 June 2013 at 09.30h**

Chair

A handwritten signature in black ink, appearing to be 'Guy Sh...', written over a horizontal dotted line.

Date: 26 June 2013

The Westminster Foundation for Democracy Limited
Company Number 2693163

**Minutes of Meeting of the Board of Governors held in Committee Room 19,
Palace of Westminster, on Wednesday, 4 September 2013**

Present

Gary Streeter (Chair)
Rushanara Ali MP
Bronwen Manby
Ann McKeichin MP (Vice Chair)
John Osmond
Rt Hon Sir Andrew Stunell MP
Pete Wishart MP

In attendance	Linda Duffield	Chief Executive
	Paul Naismith	Company Secretary/Director of Finance
	Marina Narnor	Head of Africa & Asia Team
	George Kunnath	Director of TWC and Head of Europe Team
	Dina Melhem	Head of MENA Team
	Philippa Broom	Conservative Party
	Nabila Sattar	Labour Party
	Iain Gill	Liberal Democrats
	Louise de Sousa	Head, Human Rights & Democracy Department, FCO
	Simon Jones	Team Leader, Democracy & Programmes Team, FCO
	Mark Brownjohn	WFD/Elections, HRDD, FCO
	David Osborne	Political Governance Adviser, DFID
	Tamara Moluch	Minute Taker

1. **Apologies for absence** were received from Tina Fahm, Andrew Rosindell and Ken Caldwell, recently appointed Independent Governor. Chris Levick, Smaller Parties, also sent his apologies.

Gary Streeter **welcomed** Chris Harmer, WFD's newly appointed Communications Manager, to her first Board meeting.

Gary Streeter announced that this would be his last Board meeting as he had now completed three terms in office and would be stepping down as Governor and Chair of the Board. The Board thanked Gary for his very constructive contribution to the work of WFD and looked forward to working closely with his successor, Henry Bellingham MP, once his appointment was confirmed. Governors would formally appoint a new Chairman at the next Board meeting.

2. **Conflict of Interest Declarations** - None declared.

3. **Minutes of Board meetings** (Document 1)

The minutes of the Board meeting held on 26 June 2013, being an accurate record of the meeting, were **APPROVED** and duly signed by the Chair.

4. **Matters arising** (not covered elsewhere on the agenda)

Gary Streeter reported that the **report on the closure of the Bangladesh programme** had been circulated to Governors, staff and party officers and its recommendations would be taken forward as part of all future programming.

ACTION POINT 1: The consultation procedure on draft programme proposals involving Governors, the CEO and DFID/FCO had been trialled for a further quarter. As only four Governors had commented on the draft programme proposals being presented to the Board for approval, Gary Streeter reminded the Board that a decision would need to be taken on whether to continue the current system.

ACTION POINT 3 (APRIL): Further to Ann McKechin's suggestion to form a '**Friends of The Westminster Foundation for Democracy**' group to promote the work of WFD and build a support base within Westminster and further afield, the Board welcomed Ann's proposal that, as a first step, she and Linda Duffield would arrange to meet The Speaker of the House.

5. External Evaluators' Annual Review of WFD 2012-13 and Strategic Review of Programmes (Document 2)

Linda Duffield introduced the External Evaluators' first Annual Review of WFD's programmes funded by FCO and DFID. This was an important document that acknowledged the good work achieved across the organisation whilst at the same time highlighting some significant points for future action. The Annual Review was primarily based on documentary evidence and London-based interviews reflecting the relatively short time available to the External Evaluators. A more in-depth assessment would follow during the mid-year review scheduled for early next year, and subsequent annual reviews.

Linda said that she would take forward discussions with staff and party officers on the recommendations set out in the Annual Review and agree action points and priorities. It was clear that WFD needed to increase the pace of reform over the coming months. She highlighted key areas for improvement, some of which were already being addressed, whilst others would require more substantial changes to the way WFD worked and therefore time to implement:

- *The need to clearly define WFD's niche in the field of parliamentary and party-to-party assistance.* Linda said that WFD had something unique to offer. WFD should look at promoting its niche more effectively and also ensure its business model was able to deliver this.
- *Stepping up progress towards integrating WFD's parliamentary and party programmes in country.* Linda noted that whilst WFD might not be able to integrate all its programmes, there was potential for greater integration of work. Discussions were currently underway with regional teams and parties to pilot two new joined-up programmes and also to look at those countries where multiple programmes were currently underway and identify shared high level goals to support more joined up work in the future.
- *The need for parties to move at a faster pace towards multi-year strategic programming.* Linda recognised that the parties needed additional support to take this work forward and noted the draft proposal from party officers which outlined ways in which this could be done. This proposal would be considered in consultation with WFD's M&E Adviser and party officers and a final proposal put to the Board for approval.
- *The need to step up delivery and improve financial forecasting.* Whilst the programme teams had invested extensively in programme design to ensure they delivered clear change goals, they now needed to quicken the pace of delivery and improve financial forecasting.
- *WFD to consider a shift from training and knowledge sharing towards long-term capacity development including coaching, mentoring etc.* as a way of supporting and embedding long-term change. Linda pointed out that coaching and advice already formed part of the work of the parties and regional teams but WFD should consider whether it could build on this more effectively.

In the discussion that followed, Andrew Stunell urged DFID and FCO to recognise more fully WFD's unique selling point - the direct access to the skills, experience and knowledge of the UK political parties, including MPs. He welcomed the strategic multi-year approach but cautioned against an expectation that results would follow immediately. Politics worked very differently. WFD's work represented a long-term investment in political reform and development and only small changes could realistically be expected in a three-year period. This would also need to be reflected in WFD's M&E framework.

Both Andrew Stunell and Ann McKechin stressed the need to recognise that WFD worked in countries where there was high risk of failure well beyond WFD's control. Ann suggested there was a need to differentiate between the various activities being undertaken; each with their own specific objectives and approaches. For example, parliamentary work dealt with current leadership and established parliamentary institutions whilst party-to-party work addressed future leaders and, as a long-term goal, the desire to change the nature of political organisations. She also stressed the importance of listening to the people WFD worked with and recognising their differing needs.

Bronwen Manby welcomed the Annual Review's emphasis on multi-year joined-up programmes based on in-depth political context analysis. This should apply across the whole organisation. She acknowledged the need for long time lines to measure effective political change but suggested that clearer programme objectives could help measure progress towards these longer-term goals. Bronwen questioned what was meant by the recommendation for an even closer alignment of WFD's objectives with those of the FCO and DFID. WFD was intended to be an arms-length body with its own strategic objectives.

John Osmond noted that delivering context driven programmes would require considerable collaborative effort across the whole organisation. It might also require a redirection of funding to drive joined up programmes and deliver long-term change.

Rushanara Ali said there should be greater recognition of the differences in WFD's work compared to traditional DFID programmes. She asked if Embassies could share more information and political analysis with WFD not only in the programme development phase but throughout the programme delivery period.

Louise de Sousa said the FCO welcomed the External Evaluators' Review, which she had discussed with the Minister for Europe. She acknowledged the good progress made by WFD in terms of greater strategic focus and the move towards multi-year programming and said the FCO had a high regard for WFD's unique contribution in support of the FCO's own international goals. WFD had embarked on a highly ambitious process of change, promising in its Business Case a greater strategic focus, technical expertise, better coordination and greater impact. This remained paramount to WFD's success and the recommendations of the External Evaluators were in line with this vision. Key challenges for the next two years were:

- fine-tuning the strategic focus of WFD, including adopting multi-year programming across the whole organisation;
- strong political context analysis to inform programmes at the start;
- improving cooperation between parliamentary and party-to-party work to achieve maximum impact;
- capturing the benefits and demonstrating WFD's impact through improved M&E processes.

Louise added that WFD had shared goals with the FCO and DFID around building democracy and democratic institutions especially in fragile states but that, as an arms-length body of the FCO, WFD set its own strategy and priorities. However, it would be helpful if WFD could share political analysis, choice of priority countries, baseline studies etc. with the FCO at an early stage. Such cooperation would help long-term programme sustainability as well as the development of strong networks and relationships. FCO Posts were keen to support WFD in this. In summary, Louise believed that WFD had the potential to become a world leader in democracy assistance and that the changes it had embarked upon would make an enormous contribution to achieving this.

David Osborne also welcomed the Board's comments which he would pass on to the External Evaluators. He acknowledged the short time scale between their first Annual Review and the mid-term review in early 2014 which would also concentrate more fully on Output 4 - structure and organisation. Highlighting some additional points in the Annual Review, David noted positively WFD's ability to 'fail fast' and move on when programmes were not delivering. This was very important in such a risk-driven environment. He said that context driven analysis would facilitate more joined-up work and could lead

to a different mix of party-to-party, cross-party and parliamentary work according to need. He confirmed that DFID would also be happy to share its analysis with WFD and possibly even undertake joint-analysis in the future. Commenting on the reference in the Review to '80% of party funding' being allocated to multi-year programmes, he noted this was WFD's own agreed policy for 2013.

In the party presentations that followed:

Philippa Broom highlighted the work of the **Conservative Party** in the Maldives where since 2007 support had been given to the Maldives Democratic Party to transform it from a mass membership movement to a policy-based political party. The success of the early work was further evidenced by the fact that, following the coup in 2012, the party had been able to spring back and run a professional election campaign based on a policy-based manifesto supported by a strong grass roots structure. Elections were scheduled for 7 September; elections which Philippa was confident would not have been possible without the direct assistance of the Conservatives.

Iain Gill highlighted the work of the **Liberal Democrats** in their support for the Africa Liberal Network (ALN) with a current membership of 34 liberal democratic parties – in government, in opposition and some embryonic. Assistance had included policy-based support, skills exchange and strategy development workshops both on the regional and national levels. Members encouraged each other to adopt best practice and smaller countries were safe in the knowledge that they had the full support of the ALN. The Liberal Democrats had also established a youth programme in South Africa targeting youth from poor, rural and/or disadvantaged communities who had shown an interest in politics.

Nabila Sattar spoke of the work of the **Labour Party** in developing and supporting regional networks. Assistance to Tha'era, a network of social democratic parties in the MENA region (see Agenda item 7) provided training around political action which would be rolled out at the national and local levels. Work with the Political Youth Academy in Eastern Europe had strengthened the network of social democrats in the region and improved individual skills. The Regional Women's Academy for Africa had grown into a vibrant 'virtual' network through which member parties and individuals shared knowledge, best practice and experience and accessed online training tools to help women engage in politics. There was strong emphasis on value for money across all programmes.

Pete Wishart spoke of the work of the **Smaller Parties** which, by their very nature, required greater concentration and focus in fewer priority countries over a sustained period of time. The aim was to allocate limited resources strategically to deliver greatest impact. Particular attention was given to niche areas such as devolution and decentralisation, and youth programmes. Cooperation between the Smaller Parties and countries with shared and established historic footprints was particularly effective.

The Board welcomed these presentations and urged that they be effectively documented. David Osborne stressed the importance of preparing case studies of this type of party work.

Iain Gill said that party officers had prepared a draft proposal aimed at bringing M&E expertise directly into the party offices. This followed up on the parties' recent meeting with IRI/NDI where the importance of a dedicated and permanent M&E team had been strongly emphasised. The aim was to: improve programme design; develop professional M&E; provide party staff with necessary training and skill sets; and improve communication and promotion of party work.

Linda Duffield said she would look at the parties' proposal in consultation with WFD's M&E Adviser and follow-up with the party officers.

Summing up the discussion, Gary Streeter stressed the importance of WFD's work and the changes it was making. He was confident that WFD was closer than ever in bridging the gap between the two sides of the organisation.

6. **Quarterly Progress Report in line with M&E Framework (April to June 2013)** (Document 3)

Linda Duffield introduced the **Quarterly Progress Report (April to June 2013)**. The Board had agreed WFD should adopt quarterly monitoring across all its programmes with effect from this FY. These reports were intended primarily as a management tool for senior programme staff and the senior management team. They would help track progress of both externally funded programmes and of programmes funded by DFID and FCO and allow corrective action to be taken swiftly where necessary. The quarterly reports were attached for the Board's information.

Governors found the summaries particularly useful, particularly as it provided a better understanding of the work of the political parties. Linda Duffield confirmed that field staff were now in place in Nigeria and Pakistan. However, the recruitment of field staff for WFD's two regional MENA programmes had been delayed. The intention had been to base operations in Beirut where the regional parliamentary training centre was based and supporting democratic reform in the Arab World. The current political situation and the wider regional instability had made this difficult and recent training activities had had to be switched from Beirut to other locations. A decision would be taken shortly as to where to locate the regional team – probably Jordan - and recruitment would begin shortly.

The Board **NOTED** the report.

7. **Approval of programmes over £20,000** (Document 4)

On a general note, Linda Duffield said that comments from the M&E Adviser for strengthening programme design, monitoring and evaluation were intended to help the parties rethink the way they designed future programmes, providing greater clarity of long-term results which in turn would help better define the indicators and milestones and facilitate M&E. Linda said that Kate Bunbury's role was to develop an M&E framework and strengthen M&E tools and systems across the whole organisation. She had also worked closely with programme staff to strengthen individual programme design and M&E was willing to provide similar support and advice to the parties. As agreed, a new programme template was also being developed to support stronger design and M&E processes.

AI Africa-wide & ROW: Youth UK Spring School

APPROVED

(Conservatives Party-to-Party)

Total budget: **£117,450.00**

Philippa Broom said that the proposal fell under Output 2.2 'Regional Networks and Best Practice' which received 24% of the party's overall budget. She also said that help had not been sought from the M&E Adviser because of capacity issues.

Rushanara Ali and Gary Streeter highlighted the long-term value of initiatives that helped build networks and sustain relationships. Conferences provided unique opportunities at a relatively small cost for a wide range of people – from young activists to senior leaderships – and it was important not to be too prescriptive in the choice of countries as there was immense value in bringing all people together. The next stage would be to think about how to take these relationships forward and how the infrastructures that were being set up could facilitate further dialogue. WFD should not only be supporting such interventions but actively enhancing them. It was agreed that a better explanation of the overarching goals of this type of proposal would help demonstrate their strategic value.

EI Montenegro: Local Election Capacity Development

APPROVED

(Labour Party-to-Party)

Total budget: **£35,580.00**

MI MENA-wide: Tha'era: Empowering Arab Women

APPROVED

(Labour Party-to-Party)

Total budget: **£128,702.00**

John Osmond raised concerns about the Board approving this major long-term programme when the MENA team were already providing long-term support to women in the same region. Ann McKechnin saw these two programmes as complementary – the MENA team programme supported women parliamentarians whereas the Labour programme supported party members. Each programme was targeting different groups of women. She stressed the importance of supporting women at all levels and agreed there should be closer dialogue between the Labour Party and the MENA team.

Bronwyn Manby agreed the need for closer coordination and shared context analysis. She also raised concerns about whether there might be a need to adapt the proposal to take on board the rapidly changing regional political context and adjust priorities accordingly. Nabila Sattar confirmed that the security situation was being monitored closely and that the programme would be reviewed and amended as and when necessary. Rushanara Ali noted there was a difficult balancing act for those working in the MENA region given the current political upheaval and the need to continue this important ground work.

Linda Duffield agreed that more dialogue was needed between the regional teams and parties. This proposal presented a perfect opportunity for the MENA team and Labour to sit down together and review how the two programmes could support wider reform and the empowerment of women across the region; they were focusing on different aspects of the same problem and it should be easy to develop an overarching framework for the two programmes.

The Board **AGREED** the proposal on the understanding that a linkage between the two women-related programmes be made.

ACTION POINT 1: Labour and the MENA team to meet as soon as possible to develop an overarching framework for their two programmes supporting the empowerment of women across the region. This should set out shared strategic goals and identify possible areas for future cooperation and coordination between the two programmes.

8. Approve new Management Statement & Financial Memorandum between FCO and WFD (Document 5)

Linda Duffield introduced the new **Management Statement** which reflected recent guidance from the Cabinet Office on the overall management and relationship between sponsor departments and their non-departmental public bodies and the **Financial Memorandum** which reflected updated Treasury guidance on managing public money. As in previous framework documents (2004), the new documents set out the relationship between WFD and FCO, the Board and FCO and the CEO and FCO.

The Board **APPROVED** the revised **Management Statement & Financial Memorandum between FCO and WFD** subject to the following amendment:

1st bullet point of para.6.3 - replace 'establishing, in agreement with...' by 'establishing, **in consultation with...**' reflecting the longstanding practice that WFD consulted with the FCO (and others) on strategy, corporate and annual business plans but that these were ultimately approved by the Board, rather than FCO.

Reports for Information

A. COMMITTEE REPORTS

The Board **NOTED** that the Audit and Terms & Conditions Committees had not met since the last Board meeting in June 2013.

B. Other Reports

- a) **Chief Executive's report** (Document 6) - The Board **NOTED** the report.
- b) **Programmes approved since April 2013 meeting of the Board** (Document 7a) - The Board **NOTED** the report.
- c) **External funding proposals at bidding / concept stage** (Document 7b) - The Board **NOTED** the report.
- d) **Summary of all programme commitments from April 2012 to date** (Document 7c) - The Board **NOTED** the report.
- e) **List of open / closed projects and programmes** (Document 7d) - The Board **NOTED** the report.
- f) **Finance Director's report** (Document 8) - Paul Naismith emphasised the need for better forecasting and highlighted possible risks related to the underspend in the first part of the year.
- g) **Risk Dashboard update to end-July 2013** (Document 9a) - The Board **NOTED** the report and in particular the fact that WFD was currently operating outside WFD's risk appetite in relation to its IT system. Paul Naismith assured the Board that this applied temporarily during the planned upgrade of its IT system; once complete, the risk level would return to normal.
- h) **Risk Appetite Statement** (Document 9b) - The Board **APPROVED** the Risk Appetite Statement as a true and accurate record of discussions held at the June 2013 Board meeting.
- i) **Freedom of information requests** - The Board **NOTED** that none had been received in this quarter.
- j) **Details of programmes for publication on website** (Document 10) - The Board **NOTED** the report and **AGREED** the one exemption.
- k) **Updated Terms of Reference and Membership for Board and Committees** (Document 11) - The Board **NOTED** the document. It also **AGREED** the following appointments:

Terms & Conditions Committee

Ann McKechin MP
John Osmond

Chair
Member

Audit Committee

Andrew Stunell MP

Member

ACTION POINT 2: The Conservative Party to prepare a case study of its long-term DUA Africa-wide Programme.

9. **Any other business** – None

10. **Date of next meeting: Wednesday, 20 November 2013 at 09.30h**

Chair

Date: 20 November 2013

**Minutes of Meeting of the Board of Governors held in Committee Room 18,
Palace of Westminster, on Wednesday, 20 November 2013**

Present

Henry Bellingham MP (Chair) (in Chair to agenda item 9)
Ann McKechin MP (Vice Chair) (in Chair from agenda item 9)
Rushanara Ali MP
Ken Caldwell
Tina Fahm
John Osmond
Rt Hon Sir Andrew Stunell MP

In attendance	Linda Duffield	Chief Executive
	Paul Nalsmith	Company Secretary/Director of Finance
	Jamie Tronnes	Director of Programmes
	Kate Bunbury	M&E Adviser
	Chris Harmer	Communications Manager
	Philippa Broom	Conservative Party
	Nabila Sattar	Labour Party
	Iain Gill	Liberal Democrats
	Simon Jones	Head, Europe and Democracy Team, Human Rights & Democracy Dept., FCO
	Sharon Lloyd	Human Rights & Democracy Department, FCO
	Emma Kouki	Human Rights & Democracy Department, FCO
	Daniel Davis	Team Leader, Politics, Society & State Team, Policy Division, DFID
	Tamara Moluch	Minute Taker

1. **Apologies for absence** were received from Andrew Rosindell MP, Bronwen Manby and Pete Wishart MP.

Ann McKechin, Acting Chair, **welcomed** Henry Bellingham MP – the newly appointed Conservative Governor - to his first Board meeting.

2. **Election of Chair**

Nominated by Ann McKechin and seconded by Andrew Stunell, the Board duly elected Henry Bellingham MP as the new Chair of the Board. Henry Bellingham then took the Chair and presided over the meeting.

3. **Conflict of Interest Declarations** - None declared.

4. **Minutes of Board meetings** (Document 1)

The minutes of the Board meeting held on 4 September 2013, being an accurate record of the meeting, were **APPROVED** and duly signed by the Chair.

5. **Matters arising** (not covered elsewhere on the agenda)

- **The consultation process on draft programme proposals involving Governors, the CEO and DFID/FCO** had now been trialled for a further quarter. Linda Duffield asked that Governors consider whether to continue with this arrangement on a permanent basis.
- Ann McKechin reported that she and Linda Duffield had met with The Speaker to discuss strengthening links between WFD and the Parliament, including the formation of a **'Friends of WFD'** group. A request for the CEO to be accorded a permanent Parliamentary pass as well as the ability to book meeting rooms in Parliament was also made. The Speaker said he would consider the requests favourably.

- **Approval of programmes over £20,000** (Agenda Item 7): Linda Duffield confirmed that Kate Bunbury, M&E Adviser, was developing a new programme template aimed at supporting stronger programme design and M&E processes. Work was underway on the political party template which was expected to be introduced by the New Year.
- **ACTION POINT 1:** Nabila Sattar confirmed that, due to travel commitments, it had not been possible for **Labour and MENA** to meet to develop an overarching framework for their two programmes supporting the empowerment of women across the region. She hoped a meeting could be set up in December.
- The new **Management Statement & Financial Memorandum between FCO and WFD** (agenda item 8) – incorporating one minor amendment – had been signed by the Foreign Secretary. The Chair would now sign it following the Board meeting.

6. Overview of WFD's current programmes

Jamie Tronnes gave a presentation on the current portfolio of parliamentary and civil society programmes. This followed a presentation by the political parties of their work at the last Board meeting.

Africa

In **Nigeria**, the programme provided training to women MPs and CSOs in gender budget analysis aimed at developing skills to respond to the recently introduced gender-based funding in five Ministries. In the **DRC**, WFD was one of a very small number of agencies working with the Provincial Assembly in the remote region of Province Orientale. The technical assistance provided was very well received at all levels, as was the leadership training provided to women in the region. Similarly, WFD was one of a small number of agencies working with the East Africa Legislative Assembly (**EALA**). As well as providing valued technical and other assistance to an under-resourced legislative body, the programme enabled WFD to reach out to the Assembly's five current members – Kenya, Uganda, Rwanda, Burundi and Tanzania – and, hopefully soon, South Sudan. In **Kenya**, WFD was supporting the devolution process as set out in the newly approved Constitution and was working in ten of the County Assemblies helping to increase technical capacity and budgetary oversight.

South Asia

WFD's EU-funded programme, in partnership with the British Council, was providing technical capacity to the National Parliament in **Islamabad** and creating work opportunities in parliament for youth. In **Lahore**, a separate programme was providing induction training for members of the Punjab Assembly, training and technical support to MPs and staff, as well as peer-to-peer mentoring. There would be an inward study visit by members of the Punjab Assembly to Westminster and the Scottish Parliament in December.

MENA

WFD's **Regional Programme** office in **Beirut** would be relocated to Jordan for security reasons, although the Lebanon country office, located in the Beirut Parliament, would remain open. In **Jordan**, WFD's programme was providing induction training to newly elected MPs as well training in debating and advocacy skills to over 50 youth. Under the **Regional Women's Programme**, WFD had brought together women from 26 Arab countries to exchange best practice experience in working effectively for change. These events were also invaluable networking opportunities for the participants. WFD's **Regional Policy Programme** linked MPs from the MENA region. It provided Arab-language policy papers, access to think tanks etc. aimed at improving the quality of legislation and fostering policy-based solutions and good governance. In **Iraq**, WFD worked with the Kurdish Parliament of Iraq in **Erbil** to disseminate policy papers, provide skills training to MPs and staff as well as induction training for newly elected MPs. In **Baghdad**, WFD continued its technical support to a newly emerging think tank that had

national, regional and international outreach. In **Morocco**, an APF-funded programme continued to provide assistance to the Parliament in establishing a Public Accounts Committee and other reforms to parliamentary practice. In **Tunisia**, an APF-funded programme supported work with the Constitutional Assembly, civil society, as well as cross-party and sister party elements; this programme would be used as a model for future joined-up programming. WFD had also organised a number of inward study visits to Westminster for MPs and Members of the **Moroccan** Parliament and **Tunisia's** Constitutional Assembly.

Europe

In **Georgia**, WFD's EU-funded programme provided advocacy campaign skills training to 15 CSOs. Grants were also made available to CSOs to enable them develop shadow policy documents and then advocate their policy positions. WFD was currently bidding for an EU-funded programme to support the Georgian Parliament, which would build on previous WFD work in Georgia. In **Kyrgyzstan**, the programme was aimed at taking national parliamentary committees to the different regions of the country in order to provide central government with badly needed links to local government. One example was the setting up of regional meetings of the Agrarian Committee in rural and relatively remote agricultural areas to allow policy makers better to understand local issues. WFD also hosted an inward study visit of Kyrgyz elected officials to Westminster. In the **Western Balkans**, the regional programme supported a network of MPs from the parliamentary committees on finance, budget and European integrations. The network provided an opportunity for these MPs to discuss regulatory framework issues in four key policy areas across the Western Balkans aimed at strengthening parliamentary oversight of IPA funding, common energy sector, state aid and budgetary oversight.

WFD was currently developing two new joined-up programmes. In **Bosnia**, a programme was being developed at the local government level aimed at bringing about meaningful change and good governance. In **Somaliland** – a key priority area of DIFD and FCO where few organisations were working – WFD would first undertake an assessment visit but it was hoped to develop a programme possibly around support to CSOs, the strengthening of political party structures and/or the mentoring of MPs. Andrew Stunell said that he would be meeting with the Somaliland ruling party (a sister party of the Liberal Democrats) at the forthcoming ALN Congress in Tanzania.

Henry Bellingham welcomed the presentation and encouraged greater involvement of Governors, where possible, in supporting WFD's work overseas.

Discussion on future strategy and direction

Following the presentation, Linda Duffield spoke about WFD's future strategy and direction. She highlighted the fact that both FCO and DFID were seeking substantive changes to the way WFD operated - namely a move towards strategic multi-year programming, becoming more results-driven and developing joined-up programmes within countries. WFD had made good progress but needed to pick up the pace of these reforms, especially in light of the forthcoming Mid-Term Review of its work and the FCO-led Triennial Review of WFD as an NDPD. Looking ahead, WFD would need to revisit its strategy and vision and agree how future programmes should be prioritised, managed and funded before developing a new funding proposal for 2015 and beyond.

The discussion that followed raised the following points:

- Andrew Stunell, quoting the aphorism 'culture eats strategy for breakfast every day', suggested that, ahead of any discussion on **future strategy and vision**, there should be a discussion about culture. Ann McKechin noted the different perceptions by FCO and DFID of WFD's vision, its contribution to democracy and good governance and, in particular, political party assistance, which also needed to be addressed;

- Henry Bellingham noted that WFD had examples of successful integrated programmes. These needed to be flagged up and used **as models for the development of joined-up programmes** elsewhere;
- Rushanara Ali suggested that better access to **political analysis** in FCO and DFID would help WFD in the development and implementation of its programmes. More frequent meetings at strategic and operational levels between WFD, FCO and DFID could greatly enhance understanding. John Osmond also suggested that the Board could benefit from being kept better informed of **current trends in political theory and democracy building**.
- Tina Fahm referred to the relatively compartmentalised way in which WFD currently worked. Her experience in Africa with WFD had shown that knowledge, skills and lessons learnt were being regularly shared between countries in the region. This **learning and sharing** needed to be replicated through WFD's work.
- John Osmond stressed the urgency for WFD to pick up the **pace of change** and demonstrate progress to funders, particularly as WFD was now halfway through the funding period. This was fully supported by Governors, the CEO and political parties.
- Linda Duffield referred to the annual **Business Plan** for 2014-15 which would come to the next Board meeting. This would set out the work plans for the third and final year of funding. The format would present the parties' and the programme teams' work together, by country and region, rather than separately as requested by the Board.

Programme proposals

In view of the substantive comments on programme proposals from FCO and DFID – reflecting the combined observations of FCO (including Embassies) and DFID – the Board invited FCO and DFID to present their views so that these could be discussed and addressed. Simon Jones clarified the comments to explain that these reflected Louise de Sousa's remarks at the last Board meeting, and the recommendations in the External Evaluators' Annual Review of WFD 2012-13 – namely the need for greater strategic focus; multi-year programming; strong political context analysis; improved cooperation between parliamentary and party-to-party work to achieve maximum impact; and improved M&E processes. FCO and DFID had expected by now to see a marked change in WFD's approach; but the draft proposals had shown that this had not yet happened. A move away from a reliance on knowledge transfer workshops towards greater sustainability in the interventions had also been expected, but was missing. The FCO felt it appropriate, therefore, to bring this to the attention of the Board at this stage. Simon Jones also stressed that Posts were keen to be involved in the work of WFD and to be consulted at all stages of its work.

For DFID, Daniel Davis endorsed many of the earlier observations made by the Board whilst acknowledging that WFD's work was challenging and that it was difficult to measure and demonstrate results. He also recognised that the political parties' unique model had much to offer. Contrary to what had been said, he felt that DFID, FCO and WFD did share common goals and vision. Commenting on the draft proposals, David noted some common issues which needed to be addressed: analysis of political context (where FCO and DFID could both share information); understanding and reference to what others were doing in a country and how this project fitted in; how the proposal built on previous work and what successes would look like; scale was too small to have strategic impact. While it was for the Board to approve proposals, had they come to DFID they would probably not have been funded.

ACTION POINT 1: CEO to discuss with FCO and DFID how best to strengthen consultation with both Departments and Embassies regarding WFD programmes.

Approve Programmes (Document 2)

Nabila Sattar confirmed that, despite the short time available, the proposals had been revised to reflect all the comments received on the previously circulated draft versions. She assured the Board that progress was being made towards the required change but that transition from projects to programmes was inevitably going to be taxing especially on sister parties. The Board asked that in future all changes made to the final proposals be highlighted to facilitate review of the proposals.

AI	Botswana: BCP Party Development - Phase two (Labour: Party-to-Party) Total budget: £81,564.00	APPROVED <i>subject to activities under Election Campaign Strategy being reconsidered in light of the forthcoming guidelines on sister party work.</i>
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John Osmond raised concerns about the appropriateness of the activities planned under 'Election Campaign Strategy'. He referred to the PPC meeting in January 2013 where serious concerns had been raised about activities undertaken during an election campaign. The PPC had received a paper, prepared by the political parties, which presented an overview of the types of activities supported by all political parties. These guidelines remained to be finalised. Ann McKechin confirmed that the work envisaged under this proposal did not involve direct election campaigning but concerned the sourcing of candidates from different groups, especially under-represented minority groups, to participate in the democratic process and was part of WFD's work towards enhancing political awareness.

ACTION POINT 2: Party officers with CEO to prepare clear guidance on the principles underpinning party work for consideration and approval by the Board at its February 2014 meeting.

EI	Moldova: DPM Party Development (Labour: Party-to-Party) Total budget: £29,984.00	APPROVED
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The Board noted the lack of any reference to WFD's earlier work in Moldova and, in this context, stressed the need for better political context analysis when developing programmes. The political parties agreed but said that, as yet, they did not have the resources necessary to develop their programmes in this way. They asked for best case examples of political context analysis to assist them in their programming.

E2	Serbia: Democratic Party Ideology Workshops (Labour: Party-to-Party) Total budget: £29,616.00	APPROVED
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MI	Tunisia: Tha'era: Ettakatol Election Campaign Training 2014 (Labour: Party-to-Party) Total budget: £77,300.00	APPROVED
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RI	Worldwide: Elections Campaign Programme (Labour: Party-to-Party) Total budget: £94,522.50	APPROVED
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R2	Worldwide: Party Reform Programme (Labour: Party-to-Party) Total budget: £54,817.50	APPROVED
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8. **Quarterly Progress Report on programmes against M&E Framework** (July to September 2013) (Document 3)

The Board **NOTED** the report and Linda Duffield's comments for picking up the pace not only on programme delivery but on the Change Agenda.

9. **In-depth review of risk register** (Document 4)

Paul Naismith made a brief presentation outlining risk management in WFD, the Risk Dashboard and Fundamental Risks as at October 2013 and WFD's risk management performance over the last 12 months. He highlighted the change between the 'substantial assurance' given to 'the control environment surrounding risks reviewed in relation to risk management' by WFD's previous internal auditors Mazars, and the 'moderate level of assurance' for the 'design operational effectiveness of risk management processes' provide by BDO, WFD's current auditors. BDO, he said, had taken a fresh look at WFD's risk management and had provided constructive criticism for going forward. There had been a total of 10 detailed recommendations of which six still remained to be implemented. Time and resources had been the biggest constraints to full implementation and the Audit Committee was carefully monitoring the situation.

The Board **NOTED** the report and the progress being made.

ACTION POINT 4: Paul Naismith's power point presentation to be circulated to Governors.

Reports for Information

A. COMMITTEE REPORTS

a) **Audit Committee**

The Board **NOTED** the Minutes of 15 October 2013 meeting of the Audit Committee and a factual correction regarding the Labour Party's risk register submissions.

b) **Terms & Conditions Committee** - The Board **NOTED** that the Terms & Conditions Committees had not met since the last Board meeting in September 2013.

B. OTHER REPORTS

a) **Chief Executive's report** (Document 6)

Linda Duffield drew the Board's attention to the two forthcoming reviews in January-February 2014 – the External Evaluation Team's Mid-Term Review and FCO's Triennial Review of WFD as an NDPB. A summary of WFD's response and action being taken on the recommendations of the External Evaluation Team's Review of WFD's 2013 was also before the Board. This was especially important in light of the need for WFD to demonstrate how it was taking forward key recommendations. The Action Points would be kept under close review.

Simon Jones briefly outlined the remit of the forthcoming FCO Triennial Review. Cabinet Office required sponsoring departments to review every three years the continuing need for their NDPBs. The key principles underpinning the review were: proportionate and not overly bureaucratic; timely and minimise disruption; robust and rigorous; inclusive of all key stakeholders; transparent; and provide value for money. The aim of the review would be to evidence the continuing need for the function of the NDPB and evaluate as many alternate delivery options as possible. Should it be recommended to maintain an NDPB, the control and governance arrangements in place would be reviewed to ensure they complied with the principles of good corporate principles. The FCO was currently working on the terms of reference of the review, on which they would consult WFD. The

Review would be led by an in-house FCO team but would work closely with the External Evaluators leading the MTR to ensure synergies and avoid overlap. The review would begin in January and the Review team would meet with Board and staff as necessary. It was expected to be completed by end-March and the final report would be submitted to FCO ministers.

Ann McKechin thanked Simon Jones for his update and asked that, in light of the many reviews currently being undertaken, the impact of this review on the work of WFD be kept to a minimum.

The Board **NOTED** the report.

- b) **Programmes approved since April 2013 meeting of the Board** (Document 7a) - The Board **NOTED** the report.
- c) **External funding proposals at bidding / concept stage** (Document 7b) - The Board **NOTED** the report.
- d) **Summary of all programme commitments from April 2012 to date** (Document 7c) - The Board **NOTED** the report.
- e) **List of open / closed projects and programmes** (Document 7d) - The Board **NOTED** the report.
- f) **Finance Director's report** (Document 8) - Paul Naismith reiterated the need for better forecasting whilst highlighting the risks of an underspend continuing into the next financial year. John Osmond raised concerns about the external impression that would arise from WFD's programme spend decreasing relative to budget whereas overheads continued at a pace; he urged that WFD represent the nature of its overheads as clearly as possible to avoid creating this impression. He also highlighted the underspend under the Capacity and Innovation Fund and suggested, for example, the commissioning of a paper on best practice in the area of political context analysis. Linda Duffield said that the parties were developing a proposal for assistance under this Fund which needed to be linked directly to the changes to programming and the recommendations of the External Evaluators. This included better political analysis. Philippa Broom confirmed that the proposed bid was aimed at enabling parties fully participate in joint-up programming, improve their work, including programme design, analysis, the measurement of outputs as well as possibly political context analysis. John Osmond and Ann McKechin emphasised that any proposal needed to be company-wide in its scope else it would not achieve its purpose.

In **NOTING** the report, the Board **AGREED** to discuss the continued underspend at the next meeting and asked that the financial information be as up to date as possible. Ann McKechin asked that the parties' bid for assistance be finalised by the end of the year and hoped it might include the preparation of a paper on best practice in political analysis.

- g) **Freedom of information requests** (Document 9a) - The Board **NOTED** the report.
 - h) **Details of programmes for publication on website** (Document 9b) - The Board **NOTED** the report and **AGREED** the exemptions.
9. **Any other business** – The Board **AGREED** the Calendar of Meetings for 2014 (Document 10) with an Away possible scheduled for March bearing in mind recess date.
10. **Date of next meeting: Wednesday, 5 February 2014 at 09.30h**

Chair

Date: 5 February 2014