



Westminster Foundation for Democracy

Company number: 2693163

Minutes of Meeting of Board of Governors of Westminster Foundation for Democracy Committee Room Q, Portcullis House on 29 November 2018

Present: Richard Graham MP (Chair)
Rushanara Ali MP (Vice Chair)
Dame Margaret Hodge MP
Patrick Grady MP
Andrew Rosindell MP
Sue English
Simon Walker
Mark Babington
Anthony Smith (CEO)

In attendance: Romana Janku (Board Secretary), Tom Warwick and Jennifer Upton (Project Consultants, Foreign and Commonwealth Office (FCO) Task Force leading Tailored Review of WFD), Shannon O'Connell, WFD Senior Gender Advisor

1. Apologies

- Thomas Hughes
- Sir Jeffrey Donaldson, MP
- Louise Collings, WFD Head of Finance

2. Declarations of interest

No declarations of conflict of interest

3. Matters arising

Minutes of the meeting held on 5 September 2018 were approved without amendment.

Anthony clarified that Richard Graham, Margaret Hodge and Jeffrey Donaldson will not be joined by Rushanara Ali for the visit to Bahrain and that the final confirmation is subject of the outcome of the internal review after the elections in Bahrain.

4. CEO's Report

Anthony noted the outstanding success of the conference of women MP's held in the House of Commons on 8 November. Rushanara said that this was exactly the kind of activity that WFD should be supporting. We should consider how to sustain the relationships made at the event, and the possibility of repeating the event in another country. She asked for the video of the event to be made available and used in WFD communications materials.

Anthony presented the paper on a WFD Reserves Policy. The Board noted that this issue was under discussion with Foreign and Commonwealth Office (FCO).

On the question of political party engagement with the Board, Governors agreed with the proposed approach. This led to discussion of the specific role of PPOs when they attend meetings, including the PQC. The Board agreed with Sue that the mandate of the Board Committees should be reviewed in order to clarify this.

Action Point 1: Anthony to clarify the Terms of Reference of Programme Quality Committee (PQC) and in particular the role of Political Party Officers

Action Point 2: WFD Communications team to develop short video clip of the Women's conference

5. Report of Programme Quality Committee (PQC) meetings

Sue English presented the report of the last two Programme and Quality Committee meetings held on 13 September and 19 November 2018. The Board agreed the following action points:

Action point 3: Anthony to compile note for Richard Graham to use with Ministers with examples explaining the difficulty in obtaining visas for participants in WFD programme activities.

Action point 4: Anthony to outline the process for opening programmes in the new countries for discussion by the Board.

Action point 5: Once developed, Anthony to present the Value for Money Framework and how WFD evaluates VFM in relation to DFID and FCO

6. Programmes:

WFD Gender Mainstreaming

Shannon O'Connell, WFD Senior Gender Adviser, presented the Report that she had prepared on gender mainstreaming within WFD. This included material on the gender pay gap in WFD. The Board warmly welcomed the report and the findings on the gender pay gap, which is significantly below the average level in the civil service. The Board asked Anthony to provide annual reports on this covering country office staff if possible, and to provide information on the pay gap in terms of ethnicity of WFD staff.

Action Point 6: WFD to provide annual reports on the gender pay gap and, if possible, to include also country offices level and analysis regarding ethnicity.

Myanmar

Anthony updated the Board on recent developments and introduced the confidential paper that described possible scenarios and programme options. He proposed that WFD should remain engaged in Myanmar given the long-term nature of the democratic transition. If the Board agreed, then he also proposed that the future programme

should be shaped in consultation with the FCO and DFID in order to reflect lessons learned so far and opportunities to accelerate change.

Richard noted that he and Rushanara had reviewed the position with the FCO, including efforts to ensure accountability of all concerned for the atrocities committed. Following discussion, the Board decided that WFD should remain engaged in Myanmar in order to maximise the chances of transition to democracy. The Board also agreed that WFD should complete the present programme while discussing a possible future programme with the FCO and DFID. In completing the present programme, the Board decided that WFD should avoid the deployment of active parliamentarians to Myanmar.

Action point 7: Anthony to keep the Board informed of significant events related to the Myanmar programme including plans for the future programme.

DRC: the Board took note of the written update provided. Majda El Bied, Deputy Regional Director had been deployed to the DRC to lead on delivery of an EU-funded programme implemented in partnership with the Konrad Adenauer Foundation and NDI, and the completion of a DFID- funded programme.

7. Report on Audit and Risk Committee (ARC)

The Board welcomed Mark Babington's appointment as the new Chair of the ARC, and thanked Thomas Hughes for his service in that role. Mark reported on the last meeting, held on 29 October 2018. The highlights included the review of the internal audit plan, routine review of the management accounts, and progress on the Corporate Risk register and related Sub Risk Registers. In conclusion, Mark reported that there were no issues that needed to be escalated.

Mark then noted that the government's preparations for the next spending review and suggested that WFD should be providing input to help provide clarity about future funding.

8. Quarterly Progress Report

Anthony introduced the quarterly progress report. The Board welcomed the improvements in presentation of the information covering the overview of Resources, Impact and Staffing and Operations.

Anthony presented the Reputational Risk paper, which had been discussed in draft by the ARC. Sue English suggested greater attention be given to safeguarding, and Mark Babington suggested reviewing WFD's crisis management capabilities.

Action Point 8: Anthony to ensure that the Reputational Risk paper includes specific reference to safeguarding and to send the reviewed version in advance of the next meeting for update.

9. Relations with FCO

Anthony presented the paper on Relations with the FCO, noting the need to refresh our strategic relationship. The Board agreed and asked him to propose some objectives for taking forward in 2019.

Action Point 9: Anthony to propose an approach to updating WFD’s strategic relationship with the FCO.

Tom and Jennifer presented the emerging findings of the Tailored review and thanked WFD Governors for their contributions to the process. The headline from the review was that there continued to be a strong need for the work that WFD does – arguably the need was stronger than ever. The review was also concluding that the political party support also remained important. The report would make recommendations on the relationship with the FCO, and on some relatively minor management issues.

Governors gave feedback on a range of points, including the importance of political engagement in order to promote political change, and FCO management of Board recruitment and induction.

Tom welcomed the feedback and outlined the likely next steps before publication of the report, probably in the new Year.

10. Any Other Business

Anthony informed the Board of the appointment of Chris Lane, Director of Operations and the Board approved Antony’s intention to appoint Chris as WFD’s Company Secretary.



Westminster Foundation for Democracy

Company number: 2693163

Minutes of Meeting of Board of Governors of Westminster Foundation for Democracy in W3, Westminster Hall on 5 September 2018

Present: Richard Graham MP (Chair)
Rushanara Ali MP (Vice Chair)
Sir Jeffrey Donaldson MP
Dame Margaret Hodge MP
Patrick Grady MP
Thomas Hughes
Sue English
Simon Walker
Anthony Smith (CEO)
Louise Collings (Head of Finance)

In attendance: Kerrie Doogan-Turner (Board Secretary), Romana Janku (Board Secretary), Tom Warwick (Project Consultant, Foreign and Commonwealth Office (FCO) Task Force leading Tailored Review of Westminster Foundation for Democracy (WFD)).

1. Apologies

Andrew Rosindell MP sent his apologies.

2. Declarations of interest

Anthony Smith declared his intention to join the Peace Direct Board. He did not anticipate any conflicts of interest. The Board raised no objections.

3. Matters arising

Minutes of meetings held 28 February and 10 May 2018 were approved without amendment.

Oversight and Performance Monitoring

4. Report of Audit and Risk Assurance Committee (ARC), 4 July (including annual report of the ARC)

For information

Louise Collings provided an overview of the management accounts. The main points included:

- The Department for International Development (DFID) grant had been confirmed with a start date of 01 August 2018.

- On third party funding, revenue was exceeding budget forecasts and there was potential for further growth. Increased cost recovery was anticipated as a result. Louise noted the conservative approach to forecasts.
- Spending had been slowed while waiting for confirmation of the DFID accountable grant, but planning had taken place to ensure programme implementation was not delayed.
- Responding to a query on reserves, Louise explained that the Foundation was not allowed to build reserves as part of our grant agreement with the FCO. This restriction felt outdated and we would therefore raise it with the FCO.

Thomas Hughes presented the ARC report:

- The WFD 2017-18 audit had been completed successfully with the National Audit Office (NAO) reporting a significant improvement on internal process and timelines for the audit this year. Thomas noted the significant impact Louise's work and the increased capacity of the central Finance Department had on this result.
- Thomas praised Mark Babington's input into the governance statement and the Chair thanked him on behalf of the Board.
- Crowe Clark Whitehill (Crowe UK) replaced BDO as internal auditors. Nine internal audit actions remain but good progress was made in 2017-18 and the number will be reduced by Crowe UK for the coming year.
- Selection and implementation of a new finance software system will be an important task for the coming year. We would like to update the Board for information in due course.
- WFD's risk register will change to focus on eight risks.
- Overall the Foundation is in a strong position with a lot of work to do over the next year.

Action point 1: Anthony Smith to outline WFD's reserve policy in a paper for the Board to consider in November.

5. Quarterly Progress Report

For review

Anthony Smith presented the Quarterly Progress Report, noting plans to improve the format in the coming year. He welcomed comments or discussions with Governors' on the best format.

Anthony noted that WFD staff numbers now exceed 100 people. There will be further growth but, as a percentage, overheads remain at a reasonable level (about 11 per cent).

Following up discussion at the board away day, Governors noted the need for the Board to engage with party political offices.

Action point 2: Anthony Smith to prepare a paper outlining options for political party office engagement with the WFD Board.

6. Corporate Risk Register

Anthony Smith presented the risk register, noting Paul Naismith's (former WFD Finance Director) work to streamline it. The register now covers seven areas of risk relating to funding, the misuse of money, delivery and impact of programmes, reputational damage, governance issues and security systems.

Anthony proposed selecting two risk areas to focus on at future Board meetings, in the absence of any urgent issues, to allow for a more focused discussion.

Reputational risk was proposed as a potential topic for the November Board meeting. Governors also asked for a note on who WFD used when assessing countries for potential programmes.

Action point 3: Anthony to present a paper on reputational risk to November Board

Governance

7. Chief Executive's Report

For discussion

The Chief Executive's Report followed up on action points from the Board Away Day held on 11 July, including Governor visits to WFD programme countries, the Board self-assessment process and engaging with the FCO and DFID. Regarding visits to WFD programme countries, Anthony Smith provided further information on arrangements for Governors' to visit Bahrain.

Action Point 4: WFD's Senior Programme Manager, MENA to liaise with Sir Jeffrey Donaldson MP, Dame Margaret Hodge MP and Rushanara Ali MP offices on a convenient time after the November elections in Bahrain for the visit.

Action point 5: Richard Graham MP to approach Sir Martin Davidson (Chair of Great Britain-China Centre) to check availability for conducting the review.

8. Relations with FCO and DFID

For discussion

The Board agreed that seeking a meeting with the new Foreign Secretary was a priority. More in-depth discussions on the relationships could be deferred to the November Board meeting given the overlap with the FCO Tailored Review agenda item.

9. FCO Tailored Review

Tom Warwick, Project Consultant, FCO Task Force leading Tailored Review of WFD joined the meeting to present the Terms of Reference, timetable and working methods for the Tailored Review. The main points included:

- The Review will answer two questions:
 - 1) Should WFD continue to exist and, if so, what is the Foundation's role in delivery of government objectives

2) How effective and cost efficient is WFD as an agency?

- The Review will be completed by the end of the calendar year. Emerging recommendations will be presented in mid-October for feedback followed by a challenge panel in early November.
- The team will consult similar organisations, diplomatic missions overseas and members of the Board.

The Board had questions on how the terms of reference were developed and the timeline but overall all agreed to make time available to speak with the review team.

10. Myanmar (Burma) programme update

For discussion

Anthony Smith updated the Board on options for the future of WFD's programme in Myanmar (Burma). The discussion took place in the context of the initial reports from the independent fact-finding mission being submitted to the UNHRC suggesting that genocide had taken place. The final version of the report would be published on 18 September and would be discussed during the UN General Assembly meetings at the end of September. These discussions would have implications for the UK's attitude to engaging in Myanmar and the future of the WFD programme.

The Board agreed with the bulk of the second and third recommendations in the paper, namely to consider the implications of the report for our programme in parallel to the deliberations by the government and the international community over the next few weeks. There was a recognition that the draft report had changed the political landscape, and that this had been reflected in the Foreign Secretary's public comments so far. The Board agreed that a strategic discussion, bringing in a range of experts, was needed to shape WFD's approach and feed into decisions about a future WFD programme. A further Board meeting might be needed in October. The Board did not support the idea of a visit to Myanmar and wanted to avoid political level engagement.

11. Any other business

Simon Walker flagged that party conference season was approaching. He wanted assurances that the branding issue that occurred last year at the Conservative Party conference would not be repeated.

Anthony Smith confirmed that the political party programmes were subject to vetting during the approval stage and that arrangements for this year had been reviewed.

12. Date of next meeting

29 November 2018

Westminster Foundation for Democracy

Company number: 2693163

Minutes of Meeting of Board of Governors of Westminster Foundation for Democracy in W3, Westminster Hall on 28 February 2018

Present: Sir Henry Bellingham MP (Chair)
Rushanara Ali MP (Vice Chair)
Andrew Rosindell MP
Sir Jeffrey Donaldson MP
Dame Margaret Hodge MP
Patrick Grady MP
Thomas Hughes
Sue English
Anthony Smith (CEO)
Paul Naismith (Finance Director)

In attendance: Kerrie Doogan-Turner (Board Secretary)

1. Apologies

Simon Walker sent his apologies.

2. Declarations of interest

No new interests to declare.

3. Matters arising

Minutes of meetings held 29 November 2017

Anthony Smith updated on the action points from the meeting held 29 November.

- Policies on travel, branding and consultancy rates had been updated in line with Board recommendations.
- A draft letter to the Home Office on behalf of the Board regarding visas for participants in WFD programmes was being prepared.
- November minutes to be amended to reflect Rushanara Ali and Margaret Hodge distinct views on continuation of the programme in Myanmar.

Update items

4. CEO's report

Sexual harassment

Anthony Smith outlined steps being taken to ensure a robust system is in place to handle situations of sexual harassment for WFD staff and participants in WFD programmes.

- WFD to support steps for Westminster Parliament to act upon accusations of sexual harassment during WFD activities in the UK and overseas.
- WFD to identify what steps can be taken in relation to Westminster procedures.
- In response to the Oxfam scandal, WFD along with members of the European Partnership for Democracy and UK based organisations like CPA-UK have developed a joint pledge to obtain formal references and develop an alert system that would inform other organisations of inappropriate behaviour.
- A review of general safeguarding responsibilities will take place as WFD programmes expand to work with at risk groups, including young people, persons with disabilities and women.

Programmes funding

Funding was successful for a programme surrounding the Commonwealth Heads of Government meeting in April. The programme will not be announced publicly at the end of March.

Myanmar

WFD will give evidence to the International Development Committee on 14 March in relation to Department for International Development (DFID) funded work in Myanmar.

A request was made for the different opinions of the Board to be reflected in the evidence given by WFD.

5. WFD 2018-19 Budget

For Approval

CEO update on funding (continued)

Anthony Smith updated on the discussions regarding WFD's budget for 2018-19 and beyond with the Foreign and Commonwealth Office (FCO) and DFID.

- Regarding FCO funding, a modest increase (from £3.5 million to £4 million) has been submitted by the Human Rights and Democracy Department.
- Regarding DFID funding, there have been limited signals regarding levels of funding and delays are anticipated in a decision as a result of the change in Secretary of State last year.

- Henry Bellingham and Rushanara Ali wrote to Secretary of State, Penny Mordaunt outlining a bolder approach and significant increase for the Foundation to deliver a stronger level of work in the democracy support area.
- Ministerial meeting will take place on 15 March with Harriett Baldwin and Lord Ahmad, only after this meeting will a specific funding agreement be submitted.

The Board noted the impact delays in funding decisions will have on organisational operations, including retention of staff.

Budget

Given the funding context, assumptions have been made about the 2018-19 budget, including:

- A small increase in core funding
- Presumed increase in third party funding
- Impact of 2017 election results on short formula for party funding, mainly that two political parties would have 90% of funding

Anthony Smith outlined the need to invest in systems to ensure a good control environment. He noted the level of investment will depend on the funding outcome and recognised the primary purpose of the organisation was to implement programmes, however investment in year one of the funding cycle would mean better programme delivery in the following years.

Integrated programmes

The 2018-19 budget proposes reducing the amount for integrated programmes (combined political party and parliamentary programmes) from 15 per cent to 10 per cent. While some programmes like Ghana, where there are strong UK sister party relationships had been successful, others like Kyrgyzstan, where the relationships with UK parties are more tenuous, had struggled.

A discussion took place about the benefits of the integrated model. Some Governors thought this approach to programming should be WFD's first preference and noted the impact it could have on funding of political party work.

Anthony Smith agreed it was about choosing the right place with the right level of interest for joined up programme work. He stressed that the reduction in integrated programme budget would not mean a reduction of collaboration between political party and parliamentary programmes but more flexibility to develop opportunities to work together. This collaboration would be explored in more depth at the Board Away Day in April where annual plans would be discussed.

Political parties

The management provision for political party offices and the level of programme funding were raised.

The 2017 election results mean 90% of funding should be allocated to the two biggest parties, however this risks a significantly squeezed budget for the other two political party offices, including the viability of the office itself.

The budget proposes a move away from fixed percentages for each office in terms of management and proposes to ensure every office has set levels of administration management resources, including minimum funding for a senior and junior position.

The Board raised concerns about the levels of spend on administration rather than projects, especially in the context of austerity across all public spending.

Anthony explained that whatever the level of programme funding (minimum of £150,000), assurances should be in place to ensure effective management of funds, regardless of the size of parties in Westminster.

Some Governors questioned a move away from the short formula as it would impact on funding for two main political parties in Westminster. Other Governors felt this was appropriate to meet due diligence for programmes and accommodate WFD organisational growth.

Anthony Smith reminded the Board that the Foundations aim is to share the diversity of the UK democratic experience, including experiences from the devolved assemblies. The last two WFD strategies have made this commitment. The proposal is not to overturn the short formula but to ensure a minimum level of funding for effective programming.

The Board agreed that a final decision on the budget could not be made until confirmation of core funding came from the FCO and DFID.

vised with additional options and recommendations for Board

6. Report of Audit and Risk Assurance Committee, 22 January ***For information***

Thomas Hughes, Chair of the Audit and Risk Committee, outlined the main points from the meeting held 22 January, including:

- The review of costs (£250,000) over £200,000 of which related to the office move.
- Outstanding internal audit recommendations were reviewed:
 - Guidelines on expenses and costs (in relation to conferences) as well as the travel and expense policies are under review
 - Completion of the business continuity plan and local security plans are progressing
 - Lists of countries with pending registration
- The internal audit contract is up for renewal and a small increase in the number of days required is anticipated to address data protection and GDPR recommendations.
- Management accounts were reviewed and the team has reduced the current deficit from £90,000 to around £40,000 through uncompleted projects and disallowed expenditure.
- The corporate risk register was reviewed without amendments.
- Training needs of ARC members as well as the role of political party representatives were also considered.

7. Report of Programme Quality Committee

Sue English, Chair of the Programme Quality Committee (PQC), outlined the main points from the meeting held XX January: Most in report already covered –

- The Red, Amber, Green (RAG) rating methodology was reviewed and the Pakistan programme was identified for further discussion at the next meeting.
- The difficulty of obtaining visas to participate in UK based programme activities was raised again.
- The recent evaluation of WFD's work was reviewed and generated good ideas about how to work better in the future.

8. Quarterly progress report

There were no questions in relation to the quarterly progress report, which includes updates on income and expenditure, percentage of administrative costs and performance of programmes.

9. Any Other Business

Anthony Smith updated on the following:

- **All-Party Parliamentary Group on democracy support** – Various potential titles have been suggested, discussions are underway with party offices and exploration of interested members and Chairs is underway.
- **Accommodation issues** – Political party offices based in the parliamentary estate have a formalised agreement to remain on the estate.
- **Conference to mark centenary of UK women's suffrage** - Harriet Harman has engaged WFD, among other organisations for support in organising a conference to mark 100 years of women's right to vote in the UK. WFD's

contribution would involve sponsoring international participants to participate, where it is inline with current programming.





Westminster Foundation for Democracy

Company number: 2693163

Draft Minutes of the meeting of the Board of Governors of Westminster Foundation for Democracy (WFD) - room Q, Portcullis House, 10 May 2018

In attendance:

Richard Graham MP (Chair)
Patrick Grady MP
Dame Margaret Hodge MP
Andrew Rosindell MP
Rushanara Ali MP
Sue English
Thomas Hughes
Simon Walker
Anthony Smith (CEO)
Paul Naismith (Finance Director)
Fulvio Menghini (acting as board secretary).

Introduction

Following his appointment by the Foreign Secretary, Richard Graham MP joined the Board as its new Chair. In his introductory remarks he thanked Governors for volunteering their time and experience, and Foundation staff for their work to develop the organisation.

Richard said that, following his appointment, learning about the organisation and focusing on the immediate task of approving a provisional budget for the current financial year (2018-2019). He had held meetings with Foundation staff as well as with Ministers from the Foreign and Commonwealth Office (FCO) and the Department for International Development (DFID). He had been encouraged by the support from Ministers, who had been clear about the importance of WFD's work for the UK's international priorities. They had appreciated the work carried out by WFD in its entirety: including projects implemented by political parties. He noted there was no question of not supporting WFD at least to extent of recent years.

WFD Provisional Budget

Richard said that he and Anthony had met two days previously with the DFID Minister of State. During that discussion, we had set out the case for additional DFID funding for WFD. The Minister had been supportive and, while not making any promises about the level of funding that would be possible, indicated that both she and the Secretary of State believed that there was a clear case for funding WFD's work. Those comments had given him the confidence to propose a provisional budget with a modest increase in DFID funding.

Anthony then circulated a revised budget proposal. This had been updated during the previous day in response to the comments from the Minister and assumed up to £3.75m in DFID funding during 2018-19 (in addition to £3.5m from the FCO that had already been agreed). He requested approval of the provisional budget with the caveat that if the level of DFID funding

turned out to be lower, then the Board would need to agree cost reductions. The revised budget proposal would enable significant funding to the political parties as well as critical investment in systems to ensure proper accounting, effective operations and good value for money. The allocation of resources to the political parties would continue to be based on the modified Short money formula with the two largest parties receiving an amount consistent with the 2017 general election results, and the two smaller parties continuing to receive the 2017-18 amount (in order to avoid dropping to a level that was unviable). Anthony added that, as set out in earlier papers, he proposed to drop the previous formula of percentage figures for the administration costs of each party office and instead review their costs individually to ensure both adequate capacity to manage programmes effectively and efficiency in operations.

The main comments from Board members were:

- Margaret Hodge welcomed the positive indications from DFID and supported the continued use of the 'Short Money' formula. She also repeated her previous concern about additional investment in central administration and noted that, in her view, the smaller parties should not invest a greater percentage of their funding on administration.
- Andrew Rosindell also welcomed the indications from DFID and the continued use of the Short Money formula. He noted that the budget spent on Foundation programmes and administration had grown, and that funding for party programmes should, in his view, grow in a comparable proportion. He also said that WFD, and the political parties it supports, should rein in administrative costs as much as possible.
- Rushanara Ali noted that UK political parties do not have the resources to carry out international work without the support they receive from WFD; and that their work is hard to evaluate since much of it consists of relationship building at political level. As such, it is harder to capture using the mechanisms employed in the field of international development.
- Patrick Grady welcomed the provisional budget presented to the Board. He highlighted his previous experience in an NGO and emphasised that both the Foundation and the international programmes implemented by political parties need strong management and therefore a proper level of investment into administration. For smaller parties, it would be impossible to operate effectively with less than two full time officers.
- Sue English noted that her role as Chair of the Programme Quality Sub-committee was precisely to question how effective WFD programming was. Recent audits highlighted areas of concern regarding accounting, value for money and efficiency. Adequate investment in systems was therefore of paramount importance to ensure money was spent wisely, and that the Foundation had sufficient information on programmes. She also welcomed the provisional budget and said that strategic issues on party funding should be discussed at the forthcoming Board away day.

- Thomas Hughes (Chair of the Audit and Risk Assurance Committee) reported that the implementation of 11 out of 23 actions recommended by WFD internal auditors remained pending. There was a real need to invest in a much larger internal team, which is currently below the level of the NGO that he ran. The proposed level of investment in the revised budget was below what, in his view, was required to implement all actions emerging from the audit. He also noted that at year end not all money allocated to political parties had been spent and much of the spending, one third, was concentrated in the latter part of the year.
- Simon Walker agreed that the smaller parties needed a minimum level of support to be viable. He recommended that the Board should be realistic about the percentage of income that should go into the administration of grants and programmes. He urged the Board to agree the provisional budget to avoid delays in the implementation of the Foundation's programme of work.

After further discussion, Richard concluded that there was support for the proposed provisional budget. It was clear that WFD's public funding brought with it the responsibility to demonstrate impact and value for money, and the requirement for scrutiny of our work. Investing in WFD's capacity was required in order to do achieve this. Anthony added that, as Accounting Officer, it was his responsibility to ensure that WFD's resources were used properly and effectively – the investments in the provisional budget would allow the necessary steps to strengthen WFD's systems to take place. He described the organisational review that had taken place and the specific areas, particularly related to WFD's systems, that would be addressed. He would be happy to meet with individual Board members to set out the issues in more detail.

The Board agreed the Provisional Budget that had been circulated with the proviso that until the DFID grant had been confirmed, spending should be kept at a level that would allow WFD to break even should the final decision be lower. Anthony should circulate the final terms of the DFID grant once it was known. If the grant was below the level anticipated, then the Board would reconvene to agree what measures to take.