



2009

# annual review



WESTMINSTER  
FOUNDATION FOR  
DEMOCRACY

Working to support and strengthen democracy  
around the world through developing political  
parties and parliamentary institutions





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## Chair's Welcome

I am delighted to introduce Westminster Foundation for Democracy's Annual Review.

There is a growing recognition of the importance of good governance as a pre-requisite for tackling poverty, as well as being important in its own right. Over the past year WFD has been engaged around the world in strengthening democratic institutions, particularly national parliaments and political parties.

We rely on core funding from the Foreign and Commonwealth Office, for which much thanks. Recently, we have embarked with our partners in the Westminster Consortium on a project for the Department for International Development to strengthen five developing democracies around the world. The Foundation's expertise in supporting the development of political parties and parliaments is also being used through a number of individual agreements in specific countries.

I have now been Chair of WFD for a year and want to express my thanks to WFD staff and Governors for their hard work. During the year we have experienced a number of changes in Governors. I want to pay tribute in particular to my predecessor, Hugh Bayley MP, who Chaired WFD for three years. It is a testament to the importance of WFD's work that it attracts and retains the interest of a large number of MPs across the political spectrum.

This year also saw the departure of David French after six years as Chief Executive. We are delighted to welcome Linda Duffield as our new Chief Executive. She joins us from the Foreign and Commonwealth Office, where she was most recently Britain's Ambassador to the Czech Republic.

I hope you will find this Annual Review interesting and informative. It aims to present a sample of the wide range of work we have undertaken, and the many countries in which we have been involved. To illustrate the many ways we are helping, there are a number of case studies which bring the work to life.

**Meg Munn MP**  
Chair

GEORGIA

UKRAINE

MACEDONIA

“There is a growing recognition of the importance of good governance as a pre-requisite for tackling poverty”

SIERRA LEONE



LEBANON

EGYPT

“Our core parliamentary strengthening programmes are now multi-year, multi-project, multi-partner programmes and all involve cross-party work with the Westminster based political parties”

KENYA

UGANDA

MOZAMBIQUE



## CEO's Foreword



The Westminster Foundation for Democracy (WFD) is the UK's primary democracy deliverer, specialising in parliamentary strengthening and political party development. I was pleased to join WFD this year, at a time of increased growth – both wider and deeper – for the organisation. WFD has had considerable success in 2008-09, consolidating existing political party and parliamentary strengthening programmes as well as attracting new funding from a range of sources to develop new partnerships and programmes.

In particular, the geographical scope and thematic focus of our work has broadened. We now design, develop and implement major parliamentary strengthening programmes around the world. Whilst the majority of our programmes continue to be in Central and Eastern Europe, Africa and the Middle East, WFD is now also embarking on new programmes in Asia. Our core parliamentary strengthening programmes are now multi-year, multi-project, multi-partner programmes and all involve cross-party work with the Westminster based political parties. In those countries where we have long-term programmes, we now have dedicated field offices to ensure the effective delivery of programmes and to maintain close contact with local partners and stakeholders.

WFD also continues to run a number of party-to-party projects with and through the UK political parties. This work aims to build the capacity of like-minded parties to develop effective policy based platforms, which give voters a real choice; to build party structures

and enable elected representatives to engage more effectively with their electorates; and to learn new communications and campaigning techniques. All of this work underpins our parliamentary strengthening programmes and remains a crucial pillar of WFD's work.

As WFD has earned a reputation as a successful provider of long-term, sustainable democracy strengthening programmes around the world, we have also built close and effective partnerships with other UK and international agencies working in similar fields. We hope to diversify and strengthen this collaboration in the coming year.

I hope you enjoy reading our Annual Review and look forward to hearing from you in the near future.

**Linda Duffield** CMG  
CEO

The Labour Party organises projects in solidarity with likeminded political parties around the world in their struggle to achieve social justice, equality of opportunity and a fair society for all.

Our projects predominantly centre in Sub-Saharan Africa, the Balkans, and the Middle East although we are also active in the Caribbean, South East Asia and South America. We support parties as they develop their party organisation, campaigning and policy making processes.

Working with women is a consistent theme throughout our work as we seek to tackle prejudice and equalise representation:

In **Africa**, we promoted the objectives of the Africa Women's Protocol. This was developed by Africans to improve the representation of women, including in political parties. A programme of work was identified to better equip women for political life and to better engage in dialogue with men. This ran alongside a separate programme which discussed issues surrounding energy and the environment.

In the **Balkans**, we discussed the role of women in the development of post-conflict society. Women do not always play a major role, despite representing more than half of the population.

The 2009 parliamentary elections in **Indonesia** required 30 per cent of candidates to be women; some of whom were coming into Parliament for the first time. We trained a selection of candidates and their parties in how to transform campaign promises into policy.

Working with women remained a key focus in our cross-party work in **Ethiopia** and **Sierra Leone** in recognition of the importance of involving women in a modern pluralist democracy.

**“Our values of fairness, justice and equality of opportunity are applicable worldwide. The Labour Party is committed to ensuring that these principles are central to the work we do with political parties and governments. We wish the Foundation continued success in all its work to promote multi-party democracy and good governance around the world.”**

**Rt Hon Gordon Brown MP, Prime Minister and Leader of the Labour Party**





# equality fairness solidarity

**“The efforts that the Labour Party is taking to develop a tool-kit around the challenges of energy, the environment and the economy is highly appreciated by Chama Cha Mapinduzi as we work in solidarity to tackle these issues.”**

Chama Cha Mapinduzi

## **CASE STUDY** Promoting the Participation of Women in Public Office

The Labour Party organised a regional workshop for its contacts and sister parties across Africa which focused on improving the representation of women. This workshop was based on the Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa (the Africa Women’s Protocol) which came into force in Africa in 2005. The Protocol commits the signatory states to adopt all measures necessary for women to enjoy their rights and to provide budgetary and other resources for the full and effective implementation of these rights. The Protocol is an African initiative developed by Africans and reinforces the rights of women.

The workshop consisted of a series of meetings with key stakeholders involved in promoting the representation of women in the Labour Party. It discussed promoting equality across society, in the Labour Party and in Parliament. All of the speakers enjoyed the opportunity to meet with the group and learnt as much from them as the participants did. As with all regional workshops, it was an excellent opportunity for the participants to exchange experiences and contact details. It also helped the Labour Party better understand the position of women in Africa, and learn about what steps they have already taken to improve it.

On the basis of this workshop, funding was subsequently secured for further regional workshops in Africa; one to involve men and one to provide media skills training.



Women’s training in Africa, 2009



# Conservatives

The Conservative Party plays a key role in the strengthening and spread of those values and institutions – including democracy, the rule of law, and individual liberty – which are at the heart of the Conservative tradition, in emerging democracies across the world.

**Two key themes of our work during the last year have been:**

Helping parties develop active structures, with a strong membership base, that communicate regularly with the local population; and

Strengthening understanding of the Conservative values that underpin parties' political activities and make their organisations cohesive and durable.

**Activities aimed at developing grassroots organisations have included:**

Working with the Forum for Democratic Change in Uganda to establish well-structured and active local branches of its Women's Organisation.

Training young, newly-elected councillors from G17 Plus in Serbia in how to organise and campaign effectively in their local communities.

**The work undertaken to strengthen understanding of the importance of Conservative principles and beliefs has included:**

Seminars with women and youth from centre-right parties in Serbia to look at the role of Conservative values in the development and communication of policy.

Organising a conference for young African leaders of the Democratic Union of Africa centre-right network to examine the formulation of Conservative approaches to issues of trade and economic development in Africa.

Holding a workshop for young leaders from centre-right parties in Latin America and the Caribbean looking at how free-market policies can be used to solve the problems faced by emerging democracies.

**“The Westminster Foundation for Democracy continues to perform a vital task in spreading democratic values and building institutions at a time when hard won freedoms are under attack in many parts around the world. The unique structure of the Foundation enables the British political parties to share their expertise and to take a leading role in consolidating democratic change and good governance.”**

**Rt Hon David Cameron MP, Conservative Party Leader and Leader of the Opposition**



political party development

# individual liberty democratic institutions good governance



## CASE STUDY Balkan Youth Summer School

Working with young politicians to develop both their policy and campaigning skills is a key component of the Conservative Party WFD Programme. We organised a regional seminar for young representatives of centre-right political parties from the Balkans and Eastern Europe at Kolasin in Montenegro from August 2008. The Summer School participants came from 11 parties and eight countries across the Balkans and Eastern Europe: Serbia, Bosnia, Macedonia, Montenegro, Bulgaria, Romania, Czech Republic, and Hungary.

The intensive seminar programme took the form of a simulated election campaign starting with pre-election planning and ending with the party strategies for the last 48 hours of the campaign. Using a series of interactive exercises the participants were taken through all the key elements of an election campaign including: the development of policy, formulation of messages, planning the election campaign, designing campaign literature, and dealing with crises. At the end of the programme the teams of participants presented party manifestos and literature that they had developed during the course of the seminar.

This seminar introduced the participants to the latest campaign techniques being used by the Conservative Party. In addition, it strengthened the regional centre-right network of parties, and brought together young politicians from different countries to share their own experiences, helping to develop enduring and sustainable contacts between them.



The Liberal Democrats work to develop democracy, based on the values of liberalism, in Africa, Eastern Europe and the Middle East.

Our WFD projects aim to build capacity within liberal, democratic political parties in these priority areas. We exchange skills with our sister parties in areas such as policy making, communications techniques, party organisation, promoting the role of youth and women in politics, and strengthening local government. Last year we were active in 17 countries ranging from Moldova to Malawi.

One good example of our work is the cooperation we have with the Liberal Democratic Party (LDP) in Serbia. We have helped the LDP develop their policy-making skills with a series of in-country workshops led by policy specialists from the Lib Dems in London. This has been welcomed by the LDP because it has helped them define new policies which appeal to the voters. We also enabled representatives of the LDP to observe the 2009 European election effort of our sister party in Slovenia. This will help the LDP, one of the most pro-EU parties in Serbia, take part in the important debate on EU accession in that country.

We also work at a regional level to strengthen cooperation between likeminded liberal democratic political parties. We therefore support the Africa Liberal Network, based in London, and the Network of Arab Liberals, based in Cairo, which bring together Liberal parties from these regions.

A recent example of our regional work is the workshop we organized for the members of the Africa Liberal Network in Abidjan. This event brought together ALN members from 15 African countries to formulate a new policy on the Role of Women in African politics. The policy document agreed at the end of the workshop will be presented to the Executive of the ALN for adoption by all 17 member parties. The aim is to have one agreed liberal policy on this important issue agreed across the region.

**“The work we in the Liberal Democrats do with WFD is important – we have great experience within the Party at both national and local levels of working within a democratic system and we are delighted to share that experience with our like-minded Liberal partners in new and emerging democracies in Africa, Eastern Europe and the Middle East. Our excellent cooperation with the WFD enables us to do this.”**

**Rt Hon Nick Clegg MP, Leader of the Liberal Democrats**





# The smaller parties

During 2008-09, the smaller parties continued to develop their WFD programmes on the engagement of women and youth, communications with rural electorates and conflict resolution. Working with smaller political parties provides real choice to the electorate and assists in consolidating multi-party democracy. The smaller parties also worked with the Westminster parties on the Ethiopia and Macedonia cross-party programmes.

## Democratic Unionist Party

In 2008-09, the DUP began a new regional focus in Namibia as elections were due to take place in November 2009. The DUP also began tentatively exploring engagement in South Africa where a number of parties share similar ideologies.



## Plaid Cymru

Eastern Ukraine was where Plaid Cymru supported its partners in 2008-09. Bringing young people together from throughout the country to share techniques on campaigning and branch organisation proved invaluable. Sharing skills and techniques gives youth further confidence in political engagement.



## Scottish National Party

The SNP continued to develop its relationships in Malawi and Zambia. The SNP shared experiences of rural constituency engagement in both countries with their partners. This allowed constituents to raise directly their concerns. Both countries have strong connections with Scotland that the SNP wants to strengthen.



## Social Democratic and Labour Party

The SDLP also developed its engagement with socialist youth in Georgia. Future cooperation will look at issues of conflict resolution and the pivotal role that youth plays in reconciliation.



## Ulster Unionist Party

In cooperation with the DUP and the SDLP, the UUP engaged politicians in Lebanon on conflict resolution. This happened prior to the elections in 2009 and provided an opportunity for the Lebanese politicians to discuss issues of building cross-community consensus.



## CASE STUDY

### Party communications in Zambia

Communications between urban and rural areas is of great importance to the smaller parties. This can not be underestimated in Africa where large countries combined with poverty and a lack of infrastructure prevents effective communications from taking place. To keep both the grassroots and the leadership informed, the Scottish National Party (SNP) through its WFD programme and with the Forum for Democracy and Development (FDD) facilitated a number of seminars across eastern Zambia in August 2008. This was a two-way process that enabled the party grassroots to voice their concerns and the pressing issues of their region and for the leadership to inform the grassroots on national events. The SNP continues to engage with the FDD in these areas.

A close-up photograph of a person's hand raised in a crowd. The hand is dark-skinned and is positioned in the upper left quadrant of the frame. The background is a blurred crowd of people, suggesting a public gathering or event. The text "raising our hands for democracy" is overlaid on the right side of the image in a white, sans-serif font.

“raising our hands  
for democracy”



# parliamentary strengthening

## africa

### Kenya

The focus of the Kenya programme in 2008-09 has been on democratic engagement between constituents and their elected representatives. The WFD programme has approached this by working at both the parliamentary and constituency level.

Encouraging parliament to be more transparent was a key objective of this programme. One of the outcomes from the Speaker of the Kenya National Assembly's (KNA) study visit to the Westminster parliament, organised by WFD in April 2008, was a desire to develop their Parliamentary Broadcast Unit (PBU). WFD, supported by DfID and in partnership with the KNA PBU, developed a tailored programme of technical and journalistic training for the PBU. These training sessions were delivered by the Thomson Reuters Foundation in London and Nairobi. The programme was successful in providing professional training in the latest journalistic techniques and methodologies. This contributed to the PBU's capability in connecting people with their parliament and Speaker Marende has recently introduced live broadcasting of parliamentary proceedings.

**“The course will greatly improve the quality of my reports generated from parliament – timely too!”**

Neelly Moraa – TV Reporter, Kenya National Assembly

At the constituency level, WFD cooperated with civil society organisations to encourage a better understanding of the Constituency Development Fund (CDF) and the opportunities that this provides for more inclusive governance. Although the CDF was created to ensure equal development across all the country's constituencies, its political effect has been adverse. Allegations that the funds are not maximised have contributed to a negative perception of MPs and a general disaffection with politics. This programme, targeting four constituencies in Central, Coast and Nyanza, explored participatory methods of governance with regards to the CDF. This programme helped support civil society and politicians to work together and to foster inclusive governance.

### Uganda

In Uganda, WFD worked with the Foundation for Human Rights Initiative (FHRI) to strengthen the capacity of local councils especially in the area of participatory budgeting and planning, public accountability and awareness of human rights. One outcome of this focused support was a 'Good Practice Guide in Local Government' in the four districts of Mukono, Nakasongola, Tororo and Mayuge. This Guide was developed in conjunction with MPs and councillors and the project was therefore able to engage directly with local leaders of authority. The success of this programme led to the Guide being used by the Ugandan Ministry of Local Government. WFD is further extending the programme to another four districts, as development tools like the Guide are needed before the 2011 elections if local councillors and leaders are to be able to deliver effectively.

### Sierra Leone

Since 1996 many institutional reforms have been carried out and structures put in place to strengthen democracy in Sierra Leone. In a bid

to assess some of the challenges to this process, WFD in partnership with Conflict Management and Development Associates (CMDA), conducted a baseline survey on civic participation in multi-party democracy in Sierra Leone and an opinion poll on the presidential and parliamentary elections in the country.

The results of these surveys, shared with the Sierra Leonean political parties and civil society organisations, provided concrete recommendations to improve the parliamentary system. This work is now being taken forward to ensure that the findings around the needs of the electorate as well as the identified challenges for constructive engagement between MPs and their constituencies are taken forward and holistic solutions are found.

**“Confronted with the results of the baseline survey on MPs and their engagement with their constituents in Sierra Leone...these legislators from across all three political parties have become more akin in improving their representative responsibilities to their people.”**

Momoh Taziff Koroma, Associate Director, Conflict Management and Development Associates (Sierra Leone)



## europe

### Macedonia

As Macedonia prepares for negotiations for European Union membership, many changes have been taking place in the country, particularly in public administration. The Foundation's programme has been designed to assist the Assembly of the Republic of Macedonia (ARM) build its capacity. The focus over the last 12 months has been on the work of the parliamentary parties, where WFD has provided a forum for cross-party dialogue and cooperation. Initiatives to increase the effectiveness of the Parliament were discussed and developed during workshops and have achieved broad agreement amongst MPs. A good example of this is the new 'Law on Parliament', creating a cross-party oversight instrument on parliamentary resources for the first time. Over the next year, an ambitious programme of courses for parliamentary staff will begin with the aim of improving the professional support given to MPs.

### CASE STUDY: Financial scrutiny for parliamentary staff

Thirteen parliamentary staff from the Parliamentary Audit Department, the finance sector and committee staff attended a three-day module earlier this year focusing on financial oversight and scrutiny. The course, run by the UK National Audit Office, the Center for Economic Analysis and trainers from the Macedonian State Audit Office provided training to parliamentary staff to identify ways in which they can better support relevant

parliamentary committees, to identify sources of external expert advice and to understand modern developments in public financial management. Practical exercises helped staff to better understand: the budget-setting process; how committees scrutinise budget proposals; how to use departmental reports to prepare background briefs for parliamentary committees; as well as the role of a Supreme Audit Institution and how it can work effectively with parliament.

**“By continually improving the skills of MPs and officials, we shall be better prepared... The Assembly highly values the practical assistance offered by this programme.”**

Trajko Veljanoski, Speaker of the Assembly of the Republic of Macedonia

**“The partnership with the Westminster Foundation for Democracy has proven to be a strong and powerful mechanism for developing innovative and creative concepts for accomplishing the objectives we have**

**jointly specified. The curricula developed for strengthening the skills of MPs, Parliament offices and of the journalists is a unique and distinctive approach for the sustainable development of the expertise and proficiency of these groups. By fine-tuning this concept to fit the needs of our beneficiaries and the local context, we have boldly provided the foundation for a guaranteed success. Therefore, the Westminster Foundation for Democracy will continue to be one of the best organizations we are strongly committed to work with.”**

Zaneta Trajkoska Director of the School of Journalism and Public Relations (local partner)

**“We are extremely pleased by the way the seminar was organised and by the expertise we gained... I hope we will continue these training programmes together with the Westminster Foundation for Democracy and CEA in order to acquire new skills and experiences which will be needed in order to fulfil our everyday work tasks.”**

**Djemaljedin Nedjipi, Head of Unit for Internal Audit, Parliament of the Republic of Macedonia.**

#### **Ukraine**

In Ukraine, there has been intensive debate about the country's future political structures. Two of the main political parties have been arguing for a parliamentary system, as opposed to the current mixed presidential – parliamentary system. Whatever system the Ukrainians eventually choose, the Parliament will always play an important role in Ukraine's democracy. WFD has developed a programme in the areas of parliamentary process, access to information, financial oversight and parliament – civil society relations, in partnership with the Ukrainian Parliament, Ukrainian experts and their UK counterparts. Training courses which aim to improve working practices and encourage better working relationships between Parliament, journalists and civil society, are currently being implemented as part of the five year programme.

## **middle east and north africa**

During 2008/09, WFD's work in the Middle East and North Africa (MENA) has focused on a number of specific issues related to parliamentary strengthening, mainly in Egypt and Lebanon, including enhancing the parliament's financial oversight role, developing a stronger parliamentary ethics regime, training and building capacity for key players, and strengthening access to information.

#### **Egypt**

The Egypt parliamentary programme, now in its third year, has engendered engagement and trust between different political actors through exchanging knowledge and experiences, bringing together MPs in the UK and in Egypt. Our approach to parliamentary support harnesses the power of dialogue and promotes the exchange of best practice. In March 2009, a workshop on The Party Caucuses and the Lower and Upper Chambers of Parliament engaged Members of both houses from the UK and Egypt in a successful roundtable discussion for the first time.

Throughout the Middle East, WFD is committed to focusing on the key role of

women in the democratic process and to facilitating their wider participation. We approach this issue through running specific projects in Egypt and across the region; projects which explore women's experiences in elections and campaigning, and projects to train campaign managers in preparation for supporting women candidates during elections.

#### **Lebanon**

WFD's programme to develop the financial oversight role of the Lebanese Parliament progressed well in 2008/09. An advisory unit made up of skilled specialists has been launched, aimed at strengthening the Parliament's capacity to hold the Executive to account and to monitor government spending.

This year, WFD has pursued its efforts to contribute to peace building and to reducing communal conflicts in Lebanon by exposing its leaders to the experiences of Northern Ireland. Ten trainers from the Lebanese Organisation for Studies and Training (LOST) participated in civic youth work training in Belfast and explored issues of conflict resolution. This training was conducted by Public Achievements, Northern Ireland's leading youth-focused civic education organisation.

#### **Regional programmes**

As part of our commitment to strengthening democracy across the region, WFD also ran a number of regional programmes in the Middle East. They included a project with Global Parliamentarians Against Corruption (GoPAC) and Arab Parliamentarians Against Corruption (ARPAC), which focused on parliamentary ethics systems as a way to strengthen the role of parliament in anti-corruption strategies and to improve public perceptions of parliament. A handbook on parliamentary ethics regimes has been completed, the purpose of which is to



describe and explain a system of ethics and to identify the key issues for politicians in developing, implementing and enforcing such a system. This publication will serve as a useful resource and a focal point for parliaments and parliamentarians across the region.

WFD has also been supporting the production of an analytical framework for use by donors and reform-minded parliamentarians, in partnership with Global Partners. This tool will provide a way of assessing the political and contextual factors that shape parliamentary performance and serve as the basis for a more strategic approach to designing and implementing parliamentary reform programmes.

WFD's work in strengthening public funds control took on a regional role through a project delivered with the Arab Anticorruption Organisation which provided analysis and evaluation of the current state of fiscal control and monitoring mechanisms in five countries (Lebanon, Morocco, Egypt, Yemen and Jordan) as well as producing concrete measures, policies and guidance aimed at improving their public expenditure monitoring systems.

## asia

### Hong Kong

In February 2009, WFD hosted a cross-party delegation from the three main Hong Kong political parties to visit the UK Parliament and political parties. Legislative Council members and representatives of the Civic Party, Democratic Party and Democratic Alliance for the Betterment of Hong Kong (DAB) attended. This visit highlighted certain areas for WFD support to build capacity in the Hong Kong political parties, specifically around grassroots campaigning.

Following on from this, WFD conducted a training workshop on planning and delivering effective election campaigns in Hong Kong, facilitated by the British Consulate-General. The workshop was based on an interactive learning approach and included sessions on developing campaign strategy, planning for polling day, communicating with voters and campaigning year round.

**“Westminster Foundation for Democracy and the FCO are natural partners, working together in many parts of the world. I recently visited a democracy building project in Hong Kong which is just the kind of small-scale project the FCO should be funding.”**

Sir Peter Ricketts, Permanent Under Secretary and former Head of Hong Kong Department, FCO



# The Westminster Consortium for Parliaments and Democracy

As support to legislatures is now recognised as a priority for donors and governance actors, The Westminster Consortium for Parliaments and Democracy, a new collaboration of institutions engaged in parliamentary strengthening, led and managed by WFD, has begun to develop sustainable centres of learning in the parliaments with which it currently works. The Consortium consists of WFD, International Bar Association, Commonwealth Parliamentary Association – UK Branch, House of Commons Overseas Office, Thomson Reuters Foundation, University of Essex – Centre for Democratic Governance and the National Audit Office.

The Consortium is developing and delivering parliamentary strengthening programmes in five countries – Ukraine, Georgia, Lebanon, Uganda and Mozambique – over five years under DfID's Governance and Transparency Fund (GTF). The programmes centre on four areas: financial oversight; parliamentary reporting and access to information; parliamentary process and management; and parliament – civil society engagement.

WFD signed the £5m contract with DfID earlier this year, making way for the recruitment of local staff, the establishment of field offices and the localisation of course curriculum content to be delivered by both local and Consortium partners.

The Consortium's most significant achievements in 2008/09 were the identification of local partners with whom we will deliver programmes in all countries, the signing of memoranda of understanding with all the participating parliaments, and the completion of baseline assessments of parliamentary performance to inform programme content. Development of curriculum and the roll out of training is now underway and will continue through to 2013.

## CASE STUDY: Parliamentary Studies Centre, Uganda

WFD established the Parliamentary Studies Centre in Uganda in 2008/9 as a sustainable model for the professional development of Members of Parliament and staff, dovetailing plans for such a resource within the institution. As for many legislatures, institutionalising learning and development is a challenge for the Ugandan Parliament as it continues its transition to a multi-party system. Valuable experience is often lost with outgoing staff after elections and the relatively small number of staff make externally accredited courses specifically for this group unviable.

In trying to address this common issue, the Westminster Consortium developed a curriculum incorporating international best practice in parliamentary strengthening in three thematic areas, which has been adapted by local partners to meet the Ugandan context and needs. Training modules include, among others, parliamentary reporting techniques for journalists; financial scrutiny for MPs and parliamentary staff; and the role of parliaments in upholding the rule of law and the implementation of human rights obligations.

A training of trainers course, led by Thomson Reuters Editorial Learning Manager Jane Light, marked the launch of the collaboration between the Ugandan partners in 2008/9; two schools of Makerere University, PM Communications and the Foundation for Human Rights Initiatives. Together with two staff based in Parliament, and with regular guidance from the Parliamentary Commission, the Studies Centre will role out courses on (at least) annual cycles according to the need and will be well-placed to adapt and respond to the evolving needs of parliamentary democracy practitioners in Uganda.



# patrons, governors and heads of teams

## PATRONS

Rt Hon John Bercow MP  
(The Speaker of the House of Commons)  
Rt Hon Gordon Brown MP  
Rt Hon David Cameron MP  
Rt Hon Nick Clegg MP  
Rt Hon Peter Robinson MP MLA  
Ieuan Wyn Jones AC/AM  
Rt Hon Alex Salmond MP MSP  
Mark Durkan MP MLA  
Sir Reg Empey MLA

## BOARD OF GOVERNORS

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Meg Munn MP

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David Lidington MP  
Jo Swinson MP  
Myles Wickstead CBE

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Tina Fahm	Chair
Philip Dunne MP	Member
Ken Jones	Member
Christine Knights	Member

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Rt. Hon. Lord Foulkes of Cumnock MSP	Member
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Ken Jones	Member
Christine Knights	Member
James Bewsher	Member

### Terms and Conditions Committee

James Bewsher	Chair
Christine Knights	Member
Sean Farren	Member

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# annual review financial summary and independent auditors' report

The following summary financial statements are a précis of the information contained in the Westminster Foundation for Democracy Limited's Annual Report and Accounts for the year ended 31 March 2009. They do not contain sufficient information to allow a full understanding of the results and state of affairs of the Foundation. For further information, the Annual Report and Accounts should be consulted. They can be viewed or downloaded from our website at [www.wfd.org](http://www.wfd.org) and a free copy obtained by writing to the Company Secretary at WFD, Artillery House, 11/19 Artillery Row, London, SW1P 1RT.

These summary financial statements have been prepared in accordance with the Companies Act 1985 and applicable accounting standards and were approved by the Board of Governors on 15 July 2009 and signed on its behalf by Meg Munn MP, Chairman, and by Paul Naismith, Acting Chief Executive and Accounting Officer of the Foundation.

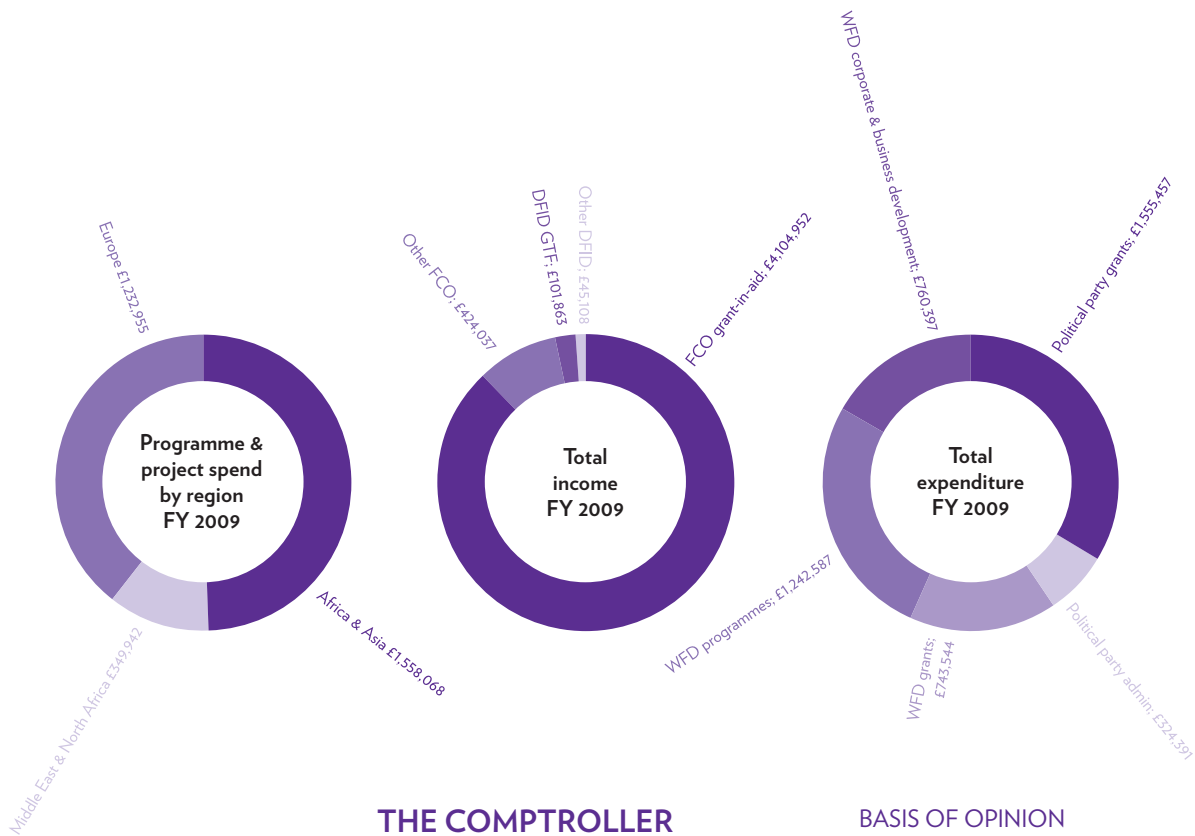
The Independent Auditors' opinion on the full financial statements and on the auditable part of the Remuneration Report was unqualified and did not contain statement under either Section 237 (2) or Section 237 (3) of the Companies Act 1985.

## Summary income & expenditure account and cash movement for the year ended 31 March 2009

	Total 2009 £	Total 2008 £
<b>Gross Income</b>		
Third party funding	571,005	459,050
<b>Direct Expenditure</b>		
Projects	(3,378,566)	(3,536,039)
	(2,807,561)	(3,076,989)
<b>Other Expenditure</b>		
Staff costs	(727,386)	(722,590)
Other operating charges	(504,672)	(275,944)
Depreciation	(15,452)	(16,798)
	(1,247,510)	(1,015,332)
<b>Net operating expenditure</b>	(4,055,071)	(4,092,321)
Interest receivable	4,953	8,726
<b>Net expenditure for the year</b>	(4,050,118)	(4,083,595)
Opening funds balance	84,111	67,707
Cash Funding from FCO Grant in Aid	4,100,000	4,100,000
Funds balance at 31 March	133,993	84,111

## Summary balance sheet as at 31 March 2009

	2009 £	2008 £
<b>Fixed assets</b>		
Tangible assets	17,590	32,433
<b>Current assets</b>		
Debtors	219,395	155,544
Cash at bank and in hand:		
Core	488,193	(46,658)
Corporate	(2,315)	65,144
	705,273	174,030
Creditors: amounts falling due within one year	472,515	102,909
<b>Net Current Assets</b>	232,758	71,121
	250,348	103,554
Provision for liabilities and charges	(116,355)	(19,443)
<b>Total assets less current liabilities</b>	133,993	84,111
<b>Funds</b>		
Core	65,051	(369)
Corporate	68,942	84,480
	133,993	84,111



## THE COMPTROLLER AND AUDITOR GENERAL'S STATEMENT TO THE MEMBERS OF THE WESTMINSTER FOUNDATION FOR DEMOCRACY LTD

I have examined the summary financial statement which comprises the Summary Income and Expenditure Account and Summary Balance Sheet within this Annual Review.

### RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITOR

The directors are responsible for preparing the Annual Review in accordance with United Kingdom law.

My responsibility is to report to you my opinion on the consistency of the summary financial statement within the Annual Review with the full annual financial statements and the Governor's Report and its compliance with the relevant requirements of section 251 of the Companies Act 1985 and the regulations made thereunder.

I also read the other information contained in the Annual Review and consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the summary financial statement.

### BASIS OF OPINION

I conducted my work in accordance with Bulletin 1999/6 'The auditor's statement on the summary financial statement' issued by the Auditing Practices Board. My report on the company's full annual financial statements describes the basis of my audit opinion on those financial statements.

### OPINION

In my opinion the summary financial statement is consistent with the full annual financial statements and the Governor's Report of the Westminster Foundation Democracy Ltd for the year ended 31 March 2009, and complies with the applicable requirements of section 251 of the Companies Act 1985, and the regulations made thereunder. I have not considered the effects of any events between the date on which I signed my report on the annual financial statements (16th July 2009) and the date of this statement.

**Amyas CE Morse**  
Comptroller and Auditor General  
National Audit Office  
151 Buckingham Palace Road  
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SW1W 9SS

20th January 2010





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**WESTMINSTER  
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DEMOCRACY**