

**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 Naismith	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.

- A1 Botswana: BCP Party Development - Phase two** **APPROVED** *subject to activities under Election Campaign Strategy being reconsidered in light of the forthcoming guidelines on sister party work.*
(Labour: Party-to-Party)
Total budget: **£81,564.00**

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.

- E1 Moldova: DPM Party Development** **APPROVED**
(Labour: Party-to-Party)
Total budget: **£29,984.00**

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** **APPROVED**
(Labour: Party-to-Party)
Total budget: **£29,616.00**

- M1 Tunisia: Tha'era: Ettakatol Election Campaign Training 2014** **APPROVED**
(Labour: Party-to-Party)
Total budget: **£77,300.00**

- R1 Worldwide: Elections Campaign Programme** **APPROVED**
(Labour: Party-to-Party)
Total budget: **£94,522.50**

- R2 Worldwide: Party Reform Programme** **APPROVED**
(Labour: Party-to-Party)
Total budget: **£54,817.50**

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