



**CERTIFICATE OF INCORPORATION  
OF A PRIVATE LIMITED COMPANY**

Company No. 2693163

The Registrar of Companies for England and Wales hereby certifies that  
**THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED**  
is this day incorporated under the Companies Act 1985 as a private  
company and that the company is limited.

Given at Companies House, London, the 26th February 1992

C. O. FRIEND

For The Registrar Of Companies



COMPANIES HOUSE

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## THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED [nonprofit](#)

Company Number

02693163

Status

Active

Incorporation Date

26 February 1992 (over 26 years ago)

Company Type

Private limited by guarantee without share capital

Jurisdiction

[United Kingdom](#)

Ultimate Beneficial Owners

- Foreign & Commonwealth Office

Registered Address

- 8th Floor Artillery House  
11-19 Artillery Row
- London
- SW1P 1RT
- United Kingdom

Industry Codes

- 84.21: Foreign affairs (UK SIC Classification 2007)
- 94.92: Activities of political organisations (UK SIC Classification 2007)
- 84.21: Foreign affairs (European Community NACE Rev 2)
- 8421: Foreign affairs (UN ISIC Rev 4)
- 94.92: Activities of political organisations (European Community NACE Rev 2)
- 9492: Activities of political organizations (UN ISIC Rev 4)

Latest Accounts Date

2017-03-31

Annual Return Last Made Up Date

2016-02-26

[Directors / Officers](#)

- [ANDREW RICHARD ROSINDELL](#), director, 18 Aug 2010-
- [ANTHONY DONALD RAYMOND SMITH](#), director, 24 Jun 2015-
- [JEFFREY MARK DONALDSON](#), director, 6 Jul 2015-
- [MARGARET EVE HODGE](#), director, 25 Aug 2015-
- [PATRICK JOHN GRADY](#), director, 24 Mar 2018-
- [PAUL JOHN NAISMITH](#), secretary, 10 Jan 2008-
- [PAUL JOHN NAISMITH](#), director, 24 Jun 2015-
- [RICHARD MICHAEL JOHN OGILVIE GRAHAM](#), director, 6 Apr 2018-
- [ROBERT ANDREW STUNELL](#), director, 27 Jan 2013-
- [RUSHANARA ALI](#), director, 30 Jan 2013-
- [SIMON EDWARD JOHN WALKER](#), director, 7 Dec 2015-
- [SUSAN CLARE INGLISH](#), director, 25 Apr 2017-
- [THOMAS MOIR HUGHES](#), director, 24 Apr 2017-

[See less](#)[Inactive Directors / Officers](#)

- [ALEXANDER ELLIOT ANDERSON SALMOND](#), director, 21 Jul 2015-14 Oct 2016
- [ALNERY INCORPORATIONS NO 1 LIMITED](#), secretary, 27 Feb 1992- 4 Mar 1992
- [ALNERY INCORPORATIONS NO 1 LIMITED](#), director, 27 Feb 1992- 4 Mar 1992
- [ANN MCKECHIN](#), director, 12 Jun 2012-12 Jun 2015
- [ANNE MARGARET MAIN](#), director, 5 Aug 2010-30 Mar 2011
- [ANTHONY JOHN OSMOND](#), director, 22 Feb 2011-25 Apr 2017
- [ARCHIBALD GAVIN HAMILTON](#), director, 5 Jul 1993-17 Feb 1999
- [CAROLE TONGUE](#), director, 4 Mar 1992-10 Feb 1995
- [CAROLINE ALICE SPELMAN](#), director, 26 Nov 2001-13 May 2004
- [CHRISTINE ELIZABETH KNIGHTS](#), director, 17 Oct 2007-16 Oct 2010
- [CLARKE](#), director, 4 Mar 1992-27 Apr 1998
- [DAVID ROY LIDINGTON](#), director, 8 Apr 2008- 9 Jul 2010
- [DONALD MICHAEL ELLISON FOSTER](#), director, 16 Jul 2010- 5 Sep 2012
- [ELFYN LLWYD](#), director, 24 Aug 2001-19 Apr 2005
- [ELIZABETH JEAN SMITH](#), director, 22 May 1998-14 Mar 2001
- [ERNEST ROSS](#), director, 15 Jan 1996-31 Aug 2002
- [FRANCES CLARE D'SOUZA](#), director, 29 Dec 1999-27 Sep 2007
- [GARY NICHOLAS STREETER](#), director, 7 Jul 1997- 5 Oct 2001
- [GARY NICHOLAS STREETER](#), director, 9 Aug 2010- 3 Sep 2013
- [GARY NICHOLAS STREETER](#), director, 27 Oct 2005-11 Mar 2008
- [GAVIN HARRY LAIRD](#), director, 4 Mar 1992- 4 Mar 1996
- [GEOFFREY WILLIAM HOON](#), director, 11 Apr 1994- 1 May 1997
- [GEORGE FOULKES](#), director, 4 Aug 2006-31 Mar 2013
- [GEORGE ISLAY MACNEILL ROBERTSON](#), director, 4 Mar 1992-17 Feb 1994
- [GEORGINA TERESA ASHWORTH](#), director, 22 May 1998-21 May 2007
- [GILLIAN JOANNA MERRON](#), director, 6 Jul 1998- 2 Feb 2001
- [GISELA GSCHAIDER STUART](#), director, 5 Dec 2001- 9 Oct 2008
- [GORDON ROBERT LANE](#), secretary, 1 Jul 2003-24 May 2005
- [GRAHAM STUART BRADY](#), director, 2 Jul 2009- 9 Jul 2010
- [HAJI SAGHIR ALAM](#), director, 17 Oct 2007-16 Oct 2010
- [HENRY CAMPBELL BELLINGHAM](#), director, 3 Sep 2013- 6 Apr 2018

- [HILARY DIANA MACKAY](#), secretary, 24 Feb 2000-24 Feb 2000
- [HILARY JANE ARMSTRONG](#), director, 21 Apr 2009-21 Apr 2012
- [HOWE OF IDLICOTE](#), director, 4 Mar 1992- 4 Mar 1996
- [HUGH BAYLEY](#), director, 14 Oct 2005-27 Feb 2009
- [HUGH MICHAEL ROBERTSON](#), director, 8 Dec 2005-21 Jul 2008
- [IAN COLIN TAYLOR](#), director, 1 Jun 1992- 2 Aug 1994
- [IEUAN WYN JONES](#), director, 9 Jan 1998-11 Dec 2000
- [JAMES NORWICH ARBUTHNOT](#), director, 3 May 2004-12 Aug 2005
- [JAMES ROBERT BEWSHER](#), director, 18 Nov 2003-18 Nov 2012
- [JAMES SPICER](#), director, 4 Mar 1992- 7 Jul 1997
- [JOANNE KATE SWINSON](#), director, 14 Jan 2009-24 Jun 2010
- [JOHN PHILIP GLEN](#), director, 6 Sep 2011-31 Mar 2013
- [KENNETH JAMES JONES](#), director, 17 Oct 2007-31 Mar 2013
- [KENNETH MATHIESON CALDWELL](#), director, 17 Jul 2013-24 Apr 2017
- [KIRKWOOD OF KIRKHOPE](#), director, 22 May 1998-11 Jan 2002
- [LESLEY JULIA ABDELA](#), director, 25 Jun 1996-27 Jan 1997
- [MARGARET ANNE EWING](#), director, 4 Mar 1992-18 Jan 1998
- [MARGARET PATRICIA MUNN](#), director, 20 Oct 2008-30 Sep 2012
- [MARY KALDOR](#), director, 7 Jul 1997- 6 Jul 2006
- [MICHAEL JOHN AARONSON](#), director, 19 Oct 2001-18 Oct 2007
- [MICHAEL JOHN GAPES](#), director, 20 Aug 2002-19 Aug 2005
- [MICHAEL KEVIN MOORE](#), director, 31 Jan 2002- 8 Nov 2005
- [MICHAEL LEACH](#), secretary, 4 Mar 1992-31 Jul 1992
- [MICHAEL PINTO-DUSCHINSKY](#), director, 4 Mar 1992-27 Apr 1998
- [MICHAEL ST JOHN TREND](#), director, 30 Jun 1999-29 Jun 2005
- [MYLES ANTONY WICKSTEAD](#), director, 6 Aug 2005-17 Feb 2012
- [NICHOLAS KEITH GOWING](#), director, 25 Jun 1996-24 Jun 2005
- [NICOLA ANNE DUCKWORTH](#), director, 3 Jul 2000- 2 Jul 2003
- [NONIE BRONWEN MANBY](#), director, 21 Feb 2011-23 Feb 2017
- [PATRICK NICHOLLS](#), director, 1 Jun 1992- 5 Jul 1993
- [PATRICK NIGEL SMITH](#), director, 19 Oct 2001-11 Jan 2005
- [PETER FRANK](#), director, 4 Mar 1992- 3 Jul 2000
- [PETER WISHART](#), director, 3 Oct 2011-31 May 2015
- [PHILIP MARTIN DUNNE](#), director, 8 Aug 2008- 9 Jul 2010
- [RALPH RICHARD LAND](#), director, 4 Mar 1992-27 Apr 1998
- [RICHARD JOHN GRENVILLE SPRING](#), director, 14 Jun 2000-11 Jun 2009
- [RICHARD LEWIS PAGE](#), director, 30 Sep 1997-21 Feb 2000
- [ROBERT MICHAEL JAMES GASCOYNE CECIL](#), director, 9 Mar 1992-30 Apr 1992
- [ROBERT RAINFORD](#), secretary, 24 May 2005-10 Jan 2008
- [ROGAN OF LOWER WEAGH](#), director, 19 Apr 2005-21 Mar 2008
- [RUSSELL JOHNSTON](#), director, 4 Mar 1992- 7 Jul 1997
- [SEAN FARREN](#), director, 9 Sep 2008- 3 Oct 2011
- [SUSAN ANNE CHUDLEIGH](#), secretary, 31 Jul 1992- 1 Jul 2003
- [SUSANNAH TINA FAHM](#), director, 15 Aug 2005-14 Aug 2014
- [TASMINA AHMED-SHEIKH](#), director, 14 Oct 2016-28 Jun 2017
- [THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED](#), director, 2 Jul 2009- 2 Jul 2009
- [THOMAS ANTHONY BRAKE](#), director, 25 Apr 2006- 9 Dec 2008
- [TIMOTHY ALAN DAVAN SAINSBURY](#), director, 16 Jan 1995-14 May 1997
- [TIMOTHY GARTON ASH](#), director, 4 Mar 1992-21 May 2001
- [VALERIE ANGELA BLACKWELL](#), secretary, 15 Jul 2002-28 May 2003
- [WALTER MENZIES CAMPBELL](#), director, 7 Jul 1997- 9 Dec 1997

[See less](#)

Registry Page

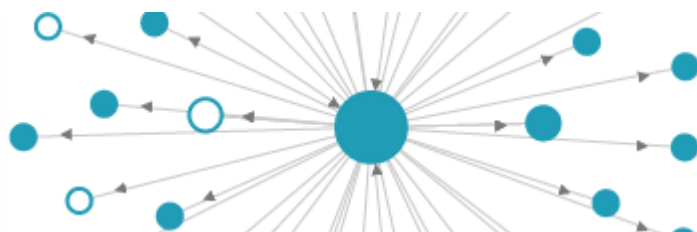
<https://beta.companieshouse.gov.uk/co...>

**Source** UK Companies House, <http://xmlgw.companieshouse.gov.uk/>, 16 May 2018 (UK Crown Copyright)

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update from registry

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Statutory Declaration of compliance with requirements on application for registration of a company

Pursuant to section 12(2) of the Companies Act 1985

To the Registrar of Companies

For official use

For official use

[Official use box]

[Official use box]

Name of Company

\* THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED

I, MARK RICHARD LACEY of 9 CHEAPSIDE LONDON EC2V 6AD

do solemnly and sincerely declare that I am a [Solicitor engaged in the formation of the company]... and that all the requirements of the above Act in respect of the registration of the above company and of matters precedent and incidental to it have been complied with, And I make this solemn Declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1835

Declared at 20e St Pauls Churchyard London EC4

Declarant to sign below

the 26th day of February One thousand nine hundred and Ninety-two

Mark Lacey

before me John W Cadman (JOHN W CADMAN)

A Commissioner for Oaths

Presentor's name, address and reference (if any):

ALLEN & OVERY 9 CHEAPSIDE LONDON EC2V 6AD PHM/MRL

For official use New companies section Post room 26 FEB 1992 L.C. HOUSE

Please do not write in this margin

Please complete legibly, preferably in block type, or bold block lettering.

Insert full name of company.

Delete as appropriate

Or Notary Public or Justice of the Peace or Solicitor having the powers conferred on a Commissioner for Oaths.

## Statement of first directors and secretary and intended situation of registered office

This form should be completed in black.

Company name (in full)

<input checked="" type="checkbox"/> <b>CN</b> <u>2693163</u>	For official use <input checked="" type="checkbox"/> <b>B</b>
<u>THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED</u>	

Registered office of the company on incorporation.

<input checked="" type="checkbox"/> <b>RO</b> <u>9 CHEAPSIDE</u>
Post town <u>LONDON</u>
County/Region _____
Postcode <u>EC2V 6AD</u>

If the memorandum is delivered by an agent for the subscribers of the memorandum mark 'X' in the box opposite and give the agent's name and address.

Name <u>ALLEN &amp; OVERY</u>
<input checked="" type="checkbox"/> <b>RA</b> <u>9 CHEAPSIDE</u>
Post town <u>LONDON</u>
County/Region _____
Postcode <u>EC2V 6AD</u>

Number of continuation sheets attached

To whom should Companies House direct any enquiries about the information shown in this form?

<u>M.R. LACEY</u>	
<u>ALLEN &amp; OVERY</u>	
<u>9 CHEAPSIDE LONDON</u>	Postcode <u>EC2V 6AD</u>
Telephone <u>071 248 9898</u>	Extension <u>5035</u>

**Name** \*Style/Type  
 Forenames  
 Surname  
 \*Honours etc  
 Previous forenames  
 Previous surname

**Address**

Usual residential address must be given.  
 In the case of a corporation, give the  
 registered or principal office address.

**CS** ALNERY INCORPORATIONS NO. 1 LIMITED

**AD** 9 CHEAPSIDE

Post town LONDON

County/Region \_\_\_\_\_

Postcode EC2V 6AD Country ENGLAND

I consent to act as secretary of the company named on page 1

Signed CM Gardner Date 26.2.92

**Consent signature**

**Directors** (See notes 1 - 5)  
 Please list directors in alphabetical order.

**Name** \*Style/Title  
 Forenames  
 Surname  
 \*Honours etc  
 Previous forenames  
 Previous surname

**Address**

Usual residential address must be given.  
 In the case of a corporation, give the  
 registered or principal office address.

**CD** ALNERY INCORPORATIONS NO. 1 LIMITED

**AD** 9 CHEAPSIDE

Post town LONDON

County/Region \_\_\_\_\_

Postcode EC2V 6AD Country ENGLAND

**DO**                   Nationality **NA**

**OC** \_\_\_\_\_

**OD** \_\_\_\_\_

I consent to act as director of the company named on page 1

Signed CM Gardner Date 26.2.92

Date of birth  
 Business occupation  
 Other directorships

\* Voluntary details

**Consent signature**



Name \*Style/Title  
Forenames  
Surname  
"Honours etc  
Previous forenames  
Previous surname

**Address**

Usual residential address must be given.  
In the case of a corporation, give the  
registered or principal office address.

Date of birth  
Business occupation  
Other directorships

\* Voluntary details

**Consent signature**

**CD** ALNEY INCORPORATIONS NO.2 LIMITED

**AD** 9 CHEAPSIDE

Post town LONDON

County/Region \_\_\_\_\_

Postcode EC2V 6AD

Country ENGLAND

**DD** | | | | |

Nationality **NA**

**OC**

**OD**

I consent to act as director of the company named on page 1

Signed *B. S. Rollit*

Date 26.2.92

Delete if the form  
is signed by the  
subscribers.

*Allen & Overy*

Signature of agent on behalf of all subscribers

Date 26.2.92

Delete if the form  
is signed by an  
agent on behalf of  
all the subscribers.

All the subscribers  
must sign either  
personally or by a  
person or persons  
authorised to sign  
for them.

<del>Signed</del>	<del>Date</del>
<del>Signed</del>	<del>Date</del>
<del>Signed</del>	<del>Date</del>
<del>Signed</del>	<del>Date</del>
<del>Signed</del>	<del>Date</del>
<del>Signed</del>	<del>Date</del>

2693163

THE COMPANIES ACT 1985



COMPANY LIMITED BY GUARANTEE AND  
NOT HAVING A SHARE CAPITAL



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MEMORANDUM OF ASSOCIATION

- of -

THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED

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1. The Company's name is THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED.
2. The Registered Office of the Company will be situate in England and Wales.
3. (A) The Company is established for the following objects:
  - (i) To assist, support and encourage the peacable establishment and development of pluralistic democratic practices and political institutions;
  - (ii) To provide advice, guidance and practical assistance in support of pluralistic democratic electoral processes; and
  - (iii) To assist in the formation, organisation and management of democratic political parties and to assist in the development of individual non-violent party policies or programmes.
- (B) (i) Subject to (ii), the bodies, organisations, individuals or group of persons who may benefit as a consequence of satisfying the objects set out in (A) above (together the "Beneficiaries" and individually "a Beneficiary") shall not be resident or active within the United Kingdom or its Dependent Territories (the "Excluded Territories").
- (ii) Notwithstanding (i) a Beneficiary may be resident or active within the Excluded Territories if its activities are principally directed to satisfying the objects set out in (A) above in countries other than the Excluded Territories.

2-200 NRB 045349

- (iii) No body, organisation, individual or group of persons shall qualify as a Beneficiary unless the Company is satisfied upon reasonable grounds that it will carry out its activities peaceably.
  - (iv) In addition to political parties and similar organisations or movements, "Beneficiaries" shall include trade unions, civic and Church organisations, co-operatives and business associations.
- (C) The Company in carrying out its objects shall have and may exercise all or any of the following powers:-
- (i) To provide advice, education, training or other practical assistance to any Beneficiary;
  - (ii) To provide financial assistance by means of grants, loans or donations to any Beneficiary (whether or not subject to conditions) to secure, without limitation, the provision of education, training, equipment or any other facilities for that Beneficiary;
  - (iii) To educate or train any Beneficiary who is a journalist or an independent publisher or who contributes towards the establishment and maintenance of a pluralistic political system;
  - (iv) To provide technical assistance in the administration of local, regional or national elections;
  - (v) To provide advice to any Beneficiary on any questions relating to its own constitution or the constitution of any state in which it operates together with advice on the preparation and drafting of legislation of any kind;
  - (vi) To organise and finance education and training courses concerned with the objects of the Company including, without limitation, seminars, study groups, discussions, courses and the reading of learned papers concerned with matters related or incidental to the objects of the Company;
  - (vii) To issue reports of proceedings of conferences and meetings and generally to collect, collate, exchange and publish information and advice in furtherance of the objects of the Company;
  - (viii) To provide a means whereby companies, organisations or persons resident in the United Kingdom and elsewhere, may have the opportunity of making financial and other contributions to, and providing other support for the objects of the Company;

- (ix) To advertise in such manner as may be thought fit with a view to promoting the objects of the Company;
- (x) To prepare, edit, print, publish, issue, acquire and circulate (or to assist in the same) books, papers, periodicals, gazettes, circulars and other literary undertakings and films and other visual or audio aids;
- (xi) To establish and maintain a library and collection of literature, films, recordings and other materials relating to all things connected with or incidental to the objects of the Company and to afford facilities for access to and use of the same by the Beneficiaries;
- (xii) To solicit, receive and accept financial assistance, donations, endowments, gifts (both inter vivos and testamentary), devises, bequests and loans of money, rents, hereditaments and other property whatsoever, real or personal, and subject or not to any specific trusts or conditions;
- (xiii) Subject to such consents as may be required by law to borrow or raise any money that may be required by the Company and to secure or discharge any debt or obligation of or binding upon the Company in such manner and upon such terms and subject to such conditions as may be deemed desirable and in particular by mortgage or charge of all or any part of the property of the Company, and to draw, make, accept, indorse, discount, execute and issue negotiable or transferable instruments provided always that the Company may only exercise its powers under this sub-clause in accordance with the directions and limits, if any, issued to the Company from time to time by the Secretary of State for Foreign and Commonwealth Affairs;
- (xiv) To invest the funds of the Company not immediately required for its purposes in or upon such investments, securities or property as may be thought fit, and from time to time to transpore, vary and realise such investments subject nevertheless to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law and subject also as hereinafter provided;
- (xv) Subject to such consents as may be required by law so far as the law may from time to time allow to purchase, take on lease or in exchange, hire or otherwise acquire any real or personal property and any rights or privileges and to construct, erect, alter, improve and maintain any building which may be required from time to time by the Company and to manage, provide accommodation and catering facilities in, develop, sell, demise, let, mortgage, dispose of, turn

to account or otherwise deal with all or any part of the same;

- (xvi) To grant, continue and pay such salaries and pensions for persons employed at any time in writing by the Company and their widows and dependants;
- (xvii) To pay all expenses, preliminary or incidental to the establishment of the Company;
- (xviii) To establish and support or aid in the establishment and support of any associations or institutions of whatever nature and to raise, subscribe or guarantee money for any purposes in any way connected with the objects of the Company or calculated to further its objects;
- (xix) To amalgamate or affiliate with (by joining or co-operation or some other means) or to acquire or take over the undertaking of any association or institution having objects altogether or in part similar to those of the Company and not formed for profit and all or any of the assets thereof which the Company may lawfully acquire or take over but so that any steps so taken shall not enlarge the objects of the Company or involve any activity or disbursement of funds not conducive to such objects;
- (xx) To undertake and execute any charitable trusts which may be lawfully undertaken by the Company and may be conducive to its objects.
- (xxi) To do all such other lawful things for the purpose of attaining the above objects or any of them.

4. The income and property of the Company shall be applied solely towards the promotion of its objects as set out in this Memorandum of Association and no portion thereof shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit to the members of the Company and no member of its Board shall be appointed to any office of the Company paid by salary or fees, or receive any remuneration or other benefit in money or money's worth from the Company.

Provided that nothing herein shall prevent any payment in good faith by the Company:

- (a) of reasonable and proper remuneration to any member officer or servant of the Company (not being a member of its Board) for any services rendered to the Company;
- (b) of interest on money lent by any member of the Company or its Board at a rate per annum not exceeding two per cent. less than

the minimum lending rate prescribed for the time being by the Bank of England, or three per cent, whichever is the greater;

- (c) of reasonable and proper rent for premises demised or let by any member of the Company or its Board;
- (d) to any member of its Board of out-of-pocket expenses;
- (e) of fees, remuneration or other benefit in money or money's worth to a company of which a member of its Board may be a member holding not more than one hundredth part of the capital of such company; or
- (f) of reasonable and proper professional charges to any member of the Company or its Board or by any firm or company in which such member may be beneficially interested for his, their or its professional services rendered to the Company when instructed by the Board so to act in that capacity on behalf of the Company

Provided in each case that no member of the Board shall be entitled to vote on any resolution providing for or relating to any sum payable to him.

5. The liability of the members is limited.
6. Every member of the Company undertakes to contribute to the assets of the Company, in the event of the same being wound up while he is a member or within one year after he ceases to be a member, for payment of the debts and liabilities of the Company contracted before he ceases to be a member, and of the costs, charges and expenses of winding-up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding one pound.
7. If upon the winding up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the members of the Company but shall be given or transferred to some other institution or institutions having objects similar to the objects of the Company and which shall prohibit the distribution of its or their income and property to an extent at least as great as is imposed on the Company under or by virtue of Clause 4 hereof, such institution or institutions to be determined by the members of the Company at or before the time of dissolution, and if and so far as effect cannot be given to such provision, then to some other object which is charitable.

WE, the several persons whose names and addresses are subscribed, are desirous of being formed into a Company in pursuance of this Memorandum of Association.

Names and Addresses of Subscribers

- 1. The Secretary of State for Foreign and Commonwealth Affairs  
Foreign and Commonwealth Office  
London SW1A 2AH

Signed ..... *Doyle / Hunt* .....  
The Secretary of State for Foreign and Commonwealth Affairs

WITNESS to the above signature:

Witness' Signature ..... *R. H. T. G.* .....  
Name ..... *RICHARD GODNEY* .....  
Address ..... *Foreign Office* .....  
..... *Sw. 1* .....

- 2. The Treasury Solicitor  
Queen Anne's Chambers  
28 Broadway  
London SW1H 9JS

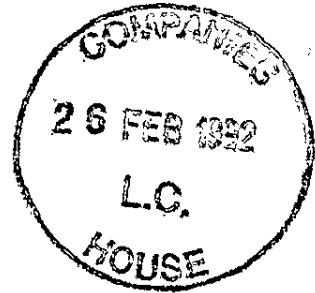
Signed ..... *James Nourse* .....  
The Treasury Solicitor

WITNESS to the above signature:

Witness' Signature ..... *M. S. Powell* .....  
Name ..... *M. S. POWELL* .....  
Address ..... *QUEEN ANNES CHAMBERS* .....  
..... *28 BROADWAY... S.W. 1.* .....

DATED this *24th* day of *February*, 1992

2693163



THE COMPANIES ACT 1985

COMPANY LIMITED BY GUARANTEE AND  
NOT HAVING A SHARE CAPITAL

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ARTICLES OF ASSOCIATION

- of -

THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED

---

INTERPRETATION

1. In these Articles :

"the Act" means the Companies Act, 1985 as amended

"the Articles" means these Articles of Association as originally adopted or as from time to time altered

"Auditors" means the Auditors of the Company as provided in these Articles

"the Board" means the Board of Governors of the Company as a body or a quorum of the Governors at a meeting of the Board

"Byelaws" means byelaws of the Company made by the Board pursuant to the powers in that behalf conferred upon it by the Articles

"the Chief Executive" means the person appointed to that position under Article 50

"the Governors" means the members of the Board of the Company as provided in the Articles

"the Foreign Secretary" means the Secretary of State for Foreign and Commonwealth Affairs

"Members" means the members of the Company for the purposes of the Act as defined in the Articles



"the Office" means the Registered Office for the time being of the Company

"the Register" means the Register of Members of the Company kept pursuant to section 352 of the Act

"the Secretary" means the Secretary of the Company as provided in the Articles

"the Statutes" means the Act and every other Act for the time being in force concerning companies and affecting the Company

Unless the context otherwise requires or the contrary intention appears:

- (a) Expressions referring to writing shall be construed as including references to printing, lithography, photography and other modes of representing or reproducing words in a visible form.
- (b) Words importing the singular number only shall include the plural number and vice versa and words importing the masculine gender only shall include the feminine gender.
- (c) Words or expressions contained in the Articles shall bear the same meaning as in the Act or any statutory modification thereof at the date at which the Articles become binding on the Company.

#### MEMBERS

- 2. For the purposes of registration the number of Members of the Company shall be limited to two, but the Board may from time to time register an increase of Members.
- 3. For the purposes of the Act there shall be only one class of membership.
- 4. (a) The Members shall be the subscribers to the Memorandum of Association of the Company and such other persons as the Board shall admit provided that only such persons who shall be nominated by the Foreign Secretary shall be eligible to be Members. A Member shall be entitled to attend and vote at all general meetings of the Company so long as all moneys payable by him to the Company have been paid.
- (b) Both (i) the subscribers to the Memorandum of Association of the Company; and (ii) any Member the Board shall admit under (a) above shall act on behalf of the Crown within the meaning of section 414 of the Income and Corporation Taxes Act 1988.
- 5. Membership of the Company and all rights of a Member shall be personal to him and shall not be transferable and the name of a Member shall be

removed from the Register upon either his death or its dissolution in the case of a Member which is a corporation.

6. Every Member shall be bound to further to the best of his ability the objects, interests and influences of the Company and shall observe all Byelaws.
7. A Member of the Company shall cease to be a Member:
  - (a) if he resigns by giving six months notice in writing of his resignation to the Secretary;
  - (b) if he becomes a patient for the purposes of Part VII of the Mental Health Act 1983;
  - (c) if he becomes bankrupt or makes any arrangement or composition with his creditors generally, or (being a company) goes into liquidation other than for the purposes of solvent reconstruction;
  - (d) if the Foreign Secretary shall determine in writing to the Board that any person is no longer eligible for membership; or
  - (e) if he otherwise ceases to qualify for membership under the Articles.

#### GENERAL MEETINGS

8. The Company shall hold in each year a general meeting as its Annual General Meeting in addition to any other meetings in that year, and shall specify the meeting as such in the notices calling it. Not more than fifteen months shall elapse between the date of one Annual General Meeting of the Company and that of the next provided that so long as the Company holds the first Annual General Meeting within eighteen months of incorporation it need not hold one in the year of its incorporation or in the following year. The Annual General Meeting shall be held at such time and place as the Board shall appoint.
9. All general meetings other than Annual General Meetings shall be called Extraordinary General Meetings.
10. The Board whenever it thinks fit, convene an Extraordinary General Meeting, and Extraordinary General Meetings shall also be convened on requisition of the Board, or in default, may be convened by such requisitionists, as is provided by section 368 of the Act.

#### NOTICE OF GENERAL MEETINGS

11. An Annual General Meeting and a meeting called for the passing of a special resolution shall be called by twenty-one days' notice in writing at the least, and a meeting of the Company other than an annual

general meeting or a meeting for the passing of a special resolution shall be called by fourteen days' notice in writing at the least. The notice shall be exclusive of the day on which it is served or deemed to be served, and of the day for which it is given and shall specify the place, the day and the hour of the meeting and, in case of special business, the general nature of that business and shall be given in manner hereinafter mentioned or in such other manner, if any, as may be prescribed by the Company in general meeting, to such persons as are under the Articles entitled to receive such notices from the Company.

A meeting of the Company shall, notwithstanding that it is called by shorter notice than that specified in this Article, be deemed to have been duly called if it is so agreed:-

- (a) in the case of a meeting called as the Annual General Meeting by all the Members entitled to attend and vote thereat; and
- (b) in the case of any other meeting, by a majority in number of the Members, having a right to attend and vote at the meeting, being a majority together representing not less than 95% of the total voting rights at that meeting of all the Members.

12. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

#### PROCEEDINGS AT GENERAL MEETINGS

13. All business shall be deemed special that is transacted at an Extraordinary General Meeting, and also all that is transacted at an Annual General Meeting, with the exception of the consideration of the accounts, balance sheets and the reports of the Board and the Auditors and the fixing of the remuneration, if any, of the Auditors.
14. No business shall be transacted at any general meeting unless a quorum of Members is present at the time when the meeting proceeds to business. Save as herein otherwise provided the quorum at any general meeting shall be two Members present in person.
15. If within half-an-hour from the time appointed for the holding of a general meeting a quorum is not present, the meeting, if convened on the requisition of Members, shall be dissolved. In any other case it shall stand adjourned to the same day in the next week, at the same time and place, or at such other place as the Chairman shall appoint, and if at such adjourned meeting a quorum is not present within half-an-hour from the time appointed for holding the meeting, the meeting shall be dissolved.
16. The Chairman of the Board shall preside as Chairman at every general meeting of the Company or, if he shall not be present within fifteen minutes after the time appointed for the holding of the meeting or is

unwilling to act, the Vice-Chairman, if any, of the Board shall, if present and willing to act, preside, failing which the Members present shall elect one of their number to be Chairman of the meeting.

17. The Chairman may, with the consent of any meeting (and shall if so decided by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjourned for thirty days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. Save as aforesaid it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.

#### VOTES OF MEMBERS

18. Every Member shall have one vote.
19. On a poll votes may be cast personally or by proxy.
20. At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands, unless a poll is, before or upon the declaration of the result of the show of hands, demanded by the Chairman or by at least two Members present in person or by proxy and entitled to vote or by a Member or Members present in person or by proxy and representing at least one-tenth of the total voting rights of all the Members entitled to vote at the meeting. Unless a poll be so demanded a declaration by the Chairman of the meeting that a resolution has on a show of hands been carried, or carried unanimously, or by a particular majority or lost or not carried by a particular majority, and an entry to that effect in the minute book of the Company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against that resolution. The demand for a poll may be withdrawn.
21. Subject to the provisions of the Articles, if a poll be demanded in manner aforesaid, it shall be taken at such time and place, and in such manner, as the Chairman of the meeting shall direct, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded. Any business other than that upon which a poll has been demanded may be proceeded with pending the taking of the poll.
22. No poll may be demanded on the election of a Chairman of a meeting, or on any question of adjournment.
23. In the case of an equality of votes whether on a show of hands or on a poll, the Chairman of the meeting (if also a Member) shall be entitled to a second or casting vote.
24. Subject to the provisions of the Statutes, a resolution in writing signed by or on behalf of all the Members of the Company who would be

entitled to vote on it if it had been proposed at a general meeting of the Company shall (subject to sections 113 and 114 of the Companies Act 1989) be as valid and effectual as if it had been passed at a general meeting of the Company duly convened and held. The resolution may be contained in one document or in several documents each stating the terms of the resolution accurately and signed by or on behalf of one or more of the Members.

25. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing, or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised. A proxy need not be a member of the Company.
26. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the Office or at such other place within the United Kingdom as is specified for that purpose in the notice convening the meeting, not less than 48 hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote, or, in the case of a poll, not less than 24 hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
27. An instrument appointing a proxy shall be in the usual common form or in such other form as the Board may accept and shall, unless the contrary is stated thereon, be valid as well for any adjournment of the meeting as for the meeting to which it relates and need not be witnessed.
28. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
29. A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding that the principal may for any reason have ceased to be a Member or that the proxy or the authority under which the proxy was executed may have been revoked unless intimation in writing of such cesser or revocation as aforesaid shall have been received by the Company at the Office before the commencement of the meeting or adjourned meeting at which the proxy is used.
30. Any corporation which is a Member of the Company may be represented at any general meeting of the Company by any person who is able in law to act for that corporation and such representative shall be entitled to exercise the same powers on behalf of the corporation which he represents as if he had been an individual Member, including power, when personally present, to vote on a show of hands, and to demand or concur in demanding a poll.

GOVERNORS AND THE BOARD

31. (a) The Governors shall be the individuals nominated to be members of the Board by the Foreign Secretary.
- (b) Each Governor shall hold office for a term of three years and may be re-appointed in accordance with (a) above to hold office for a further term of three years provided that a Governor shall not hold office for more than three consecutive terms of three years.
- (c) The Board shall consist of not more than fourteen Governors.
- (d) The Governors shall appoint one of their number to be Chairman of the Board upon such terms and for such period as the Board may think fit.
- (e) The Governors shall appoint one of their number to be Vice-Chairman of the Board upon such terms and for such period as the Board may think fit.
- (f) A Governor shall not vote in respect of any contract in which he is interested or any matter arising thereout, and if he does so vote his vote shall not be counted.
- (g) For the purposes of this Article a Governor shall be deemed not to be interested in any contract or any matter arising thereout if his interest therein arises solely by virtue of his being a member officer or representative of a Local Authority or a Member or a member of a company in which he holds not more than a one-hundredth part of the capital.
32. (a) In addition to the Governors of the Board appointed under Article 31, the Foreign Secretary may from time to time appoint any individual to be an advisory member of the Board.
- (b) Subject to sub-clause (c) below, the number of advisory members, the terms of their office, and their designation or title shall be determined by the Foreign Secretary from time to time and notified in writing to the Board.
- (c) Notwithstanding sub-clause (b) above all advisory members shall be entitled to receive notice of, attend and speak at all meetings of the Board but shall not be entitled to vote on any matter arising at any meeting of the Board (and if he does so vote then his vote shall not be counted) and shall not count towards a quorum of the Board under Article 45.
33. Any Governor shall be entitled to consult with, and seek the advice of, any serving member or Minister of the Foreign and Commonwealth Office concerning the discharge of any of his powers, duties and responsibilities under these Articles.

34. The office of Governor shall be vacated if:
- (a) he ceases to be a Governor by virtue of any provision of the Act or he becomes prohibited by law from being a Governor; or
  - (b) the Foreign Secretary shall determine in writing to the Company that any Governor shall cease to be a Governor
  - (c) he becomes bankrupt or makes any arrangement or composition with his creditors generally;
  - (d) he is, or may be, suffering from mental disorder and either:
    - (i) he is admitted to hospital in pursuance of an application for admission for treatment under the Mental Health Act 1983;
    - (ii) an order is made by a court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder for his detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to his property or affairs; or
  - (e) he resigns his office by giving three months' notice in writing of his resignation to the Secretary; or
  - (f) he shall for more than three consecutive months have been absent without permission of the Governors from meetings of Governors held during that period and the Governors resolve that his office be vacated.
35. Section 293 of the Act shall not apply to the Company and accordingly no person shall be prohibited from being a Governor or required to vacate his office as such Governor by reason of his age.
36. The Governors may be repaid by the Company travelling, hotel and other expenses reasonably and properly incurred by them in attending to any matter connected with the Company.

#### BORROWING POWERS

37. The Board may exercise all the powers of the Company to borrow money, and to mortgage or charge its undertaking and property, or any part thereof, and to issue bonds, debentures, debenture stock or other securities, whether outright or as security for any debt or obligation of the Company.

#### POWERS AND DUTIES OF THE BOARD

38. (a) The affairs of the Company shall be managed by the Board, who may exercise all such powers of the Company as are not by the

Articles required to be exercised by the Company in general meeting subject nevertheless to the provisions of the Statutes and the Articles and to such regulations, being not inconsistent with the aforesaid provisions, as may be prescribed by the Company in general meeting; but no regulation made by the Company in general meeting shall invalidate any prior act of the Board which would have been valid if the regulation had not been made.

- (b) In managing the affairs of the Company under paragraph (a) above the Board shall be entitled to seek such advice and guidance as it considers appropriate including, without limitation, the advice of any serving member or Minister of the Foreign and Commonwealth Office.
39. The Board may delegate all or any of its powers either generally or for a specific purpose to any Governor or Governors or to the Chief Executive or to any committee established by the Board (whether consisting of Governors or of other persons or of both) and subject to such terms and conditions as the Board may think fit provided that any Governor or committee exercising delegated powers shall report every such exercise as soon as reasonably possible to the Board and provided further that no Governor, Chief Executive or committee shall incur expenditure on behalf of the Company except in accordance with a budget which has been approved by the Board.
40. The Board may from time to time and at any time by power of attorney appoint any corporation firm or person or body of persons to be the attorney or attorneys of the Company for such purposes and with such powers, authorities and discretions (not exceeding those vested in or exercisable by the Board under the Articles and not including any of its powers to make Byelaws) and for such period and subject to such conditions as they may think fit, and any such power of attorney may contain such provisions for the protection and convenience of persons dealing with any such attorney as the Board may think fit.
41. All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for moneys paid to the Company shall be signed, drawn, accepted, endorsed or otherwise executed as the case may be, in such manner as the Board shall from time to time by resolution determine.
42. The Board shall cause minutes to be made in books provided for the purpose:-
- (a) of the names of the Governors present at each meeting of the Board and of any committee established by the Board;
  - (b) of all appointments of officers made by the Board;
  - (c) of all Byelaws made by the Board;



- (d) of all standing orders, resolutions and proceedings at all meetings of the Company and of the Board, and of committees.

PROCEEDINGS OF THE BOARD

43. The Board may meet together for the despatch of business, may adjourn, and may regulate its meeting as it shall from time to time think fit. The Chairman, on the request of the Chief Executive or of any two or more of the Governors, shall summon a meeting of the Board by sending at least three clear days' notice thereof to such persons and in such manner as the Board may prescribe. It shall not be necessary to give notice of a meeting of the Board to any Governor for the time being absent from the United Kingdom.
44. (a) In addition to any meetings of the Board convened under Article 44 the Board shall meet on at least two occasions in each calendar year for the following purposes
- (i) To consider and if appropriate approve the proposals referred to the Board for the allocation of funds in furtherance of the objects of the Company;
  - (ii) To receive the report of the Chief Executive in connection with the exercise by him of any powers delegated to him by the Board under Article 39.
- (b) At least one calendar month before any meeting of the Board held under this Article the Chief Executive shall circulate to each Governor details of the proposals referred to in (a)(i) above to be considered by the Board at that meeting.
45. The quorum necessary for the transaction of the business of the Board may be fixed by resolution of the Board and unless so fixed shall be four Governors. No business shall be transacted at any meeting of the Board unless a quorum is present at the time when the meeting proceeds to business except that, if the number of Governors for the time being is below the number fixed by or pursuant to the Articles as the quorum of Governors, the continuing Governors or Governor may act for the purpose of increasing the number of Governors to that number but for no other purpose.
46. The Chairman of the Board shall preside as chairman at every meeting of the Board or if he shall not be present or is unwilling to act the Vice-Chairman shall if present and willing to act preside failing which the Governors present shall elect one of their number to be chairman of the meeting.
47. All acts done by any meeting of the Board or of a Committee or by any person acting as a Governor shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such Governor or person acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a Governor.

48. Questions arising at a meeting shall be determined by a majority of votes of the Governors present and in the case of an equality of votes the chairman of the meeting shall have a second or casting vote.
49. A resolution in writing signed by all the Governors for the time being entitled to receive notice of a meeting of the Board (which resolution may consist of several documents in the like form each signed by one or more of the Governors) or a resolution to which every such Governor has signified his approval in writing or by cable, telegram or telex shall be as valid and effectual as if it had been passed by a meeting of the Board duly called and constituted.

#### THE CHIEF EXECUTIVE

50. (a) The Board shall appoint a Chief Executive of the Company (not being a Member of the Company) who shall be responsible for the day to day management and administration of the Company;
- (b) The Chief Executive shall be appointed by the Board for a period of up to three years terminable on reasonable notice by the Board and subject to (d) below on such other terms and conditions as the Board shall prescribe;
- (c) There shall be no limit to the number of times a Chief Executive may be reappointed;
- (d) The Chief Executive's duties shall include;
- (i) the administration of the assets of the Company in accordance with any power delegated to him under Article 39
  - (ii) The preparation of an annual review of the activities of the Company for consideration by the Board
  - (iii) The attendance in an advisory capacity of all meetings of the Board.

#### THE SECRETARY

51. Subject to the provision of the Statutes the Board shall from time to time by resolution appoint a person to be the Secretary on such terms consistent with clause 4 of the Company's Memorandum of Association as the Board shall think fit.
52. A provision of the Statutes or of these Articles requiring or authorising a thing to be done by or to a Governor and the Secretary shall not be satisfied by its being done by or to the same person acting both as Governor and as, or in place of, the Secretary.

THE STAFF

53. The Board shall appoint such staff as they shall think fit upon such and such terms and conditions as the Board shall prescribe.

BYELAWS

54. (a) The Board shall have power to make Byelaws concerning such matters regarding the government and management of the Company as it shall from time to time think fit.
- (b) The Byelaws made under paragraph (a) may include provisions to establish one or more advisory committees (whether or not also a committee established under Article 53).
- (c) Provided that no Byelaw shall have effect if and to the extent that it shall be inconsistent with the Memorandum or Articles of Association of the Company. Subject as aforesaid all Byelaws made by the Board shall have the like effect as if the same were contained in the Articles save that they may at any time or times be revoked or varied by the Board in like manner as they may be made.

THE SEAL

55. The Governors shall decide whether the Company shall have a seal and if so shall provide for the safe custody of the seal and of any official seal for use abroad in accordance with the Statutes. The seals shall only be used with the authority of the Governors or of a committee of the Governors authorised by the Governors for that purpose. Every instrument to which the seal is affixed shall be signed by a Governor and countersigned by the secretary or by a second Governor or by some person appointed for the purpose by the Governors or the committee.

ACCOUNTS

56. The Board shall cause accounting records to be kept in accordance with the provisions of the Statutes.
57. The accounting records and any associated records shall be kept at the Office or, subject to the provisions of the Statutes with regard to the keeping of books of account outside Great Britain, at such other place or places as the Board think fit, and shall always be open to the inspection of (i) the officers of the Company and (ii) the Comptroller and Auditor General or any of his staff or other person or body nominated by him in writing.
58. The Board shall from time to time, in accordance with the provisions of the Statutes, cause to be prepared and to be laid before the Company in general meeting such income and expenditure accounts, balance sheets, group accounts (if any) and reports as are required by the Statutes.

59. A copy of every balance sheet (including every document required by law to be annexed thereto) which is to be laid before the Company in general meeting, together with a copy of the Auditors' report and Governors' report, shall not less than twenty-one clear days before the date of the meeting be sent to every Member of the Company, to the Auditor for the time being and to any holder of debentures of the Company. This Article shall not require a copy of those documents to be sent to any person of whose address the Company is not aware or to more than one of the joint holders of any debentures.

#### AUDIT

60. Auditors shall be appointed and their powers, rights, duties and remuneration regulated in accordance with the Statutes.

#### NOTICES

61. A notice may be given by the Company to any Member either personally or by sending it by post to him or to his registered address, or (if he has no registered address within the United Kingdom) to the address, if any, within the United Kingdom supplied by him to the Company for the giving of notice to him. Where a notice is sent by post, service of the notice shall be deemed to be effected by properly addressing, prepaying and posting by first class mail a letter containing the notice, and to have been effected in the case of posting at the expiration of twenty-four hours after the letter containing the same is posted, and in any other case at the time at which the letter would be delivered in the ordinary course of post.

62. Notice of every general meeting shall be given in any manner hereinbefore authorised to:-

- (a) every Member except those Members who (having no registered address within the United Kingdom) have not supplied to the Company an address within the United Kingdom for the giving of notice to them;
- (b) the Auditor for the time being of the Company.

No other person shall be entitled to receive notices of general meeting.

#### DISSOLUTION

63. Clause 7 of the Memorandum of Association of the Company relating to the winding-up or dissolution of the Company shall have effect as if the provisions thereof were repeated in the Articles.

INDEMNITY OF DIRECTORS AND OFFICERS

64. Subject to the provisions of the Statutes, every Governor, auditor, Secretary or other officer of the Company shall be entitled to be indemnified by the Company against all costs, charges, losses, expenses and liabilities incurred by him in, or in relation to, the execution and discharge of his duties, and no Governor, auditor, Secretary or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the Company in the execution of or in relation to the duties of his office.

Names and Addresses of Subscribers

- 1. The Secretary of State for Foreign and Commonwealth Affairs  
Foreign and Commonwealth Office  
London SW1A 2AH

Signed ..... *Douglas Hurd* .....  
The Secretary of State for Foreign and Commonwealth Affairs

WITNESS to the above signature:

Witness' Signature ..... *R. H. T. S.* .....  
Name ..... *RICHARD GIBNEY* .....  
Address ..... *Foreign Office* .....  
..... *SW1* .....

- 2. The Treasury Solicitor  
Queen Anne's Chambers  
28 Broadway  
London SW1H 9JS

Signed ..... *James Neeson* .....  
The Treasury Solicitor

WITNESS to the above signature:

Witness' Signature ..... *M. S. Powell* .....  
Name ..... *M. S. POWELL* .....  
Address ..... *QUEEN ANNES CHAMBERS* .....  
..... *28 BROADWAY SW1* .....

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DATED this *24th* day of *February*, 1992

Company Number 2693163

**THE WESTMINSTER FOUNDATION  
FOR DEMOCRACY LIMITED**

(A company limited by  
guarantee without having a share capital)

**ACCOUNTS FOR THE YEAR ENDED  
31ST MARCH 1994**

**Gane Jackson Scott  
Chartered Accountants  
Holborn Hall,  
100 Gray's Inn Road,  
London WC1X 8AY.**



\*AL30N31Z\*

RECEIPT DATE: 18/07/94

— GANE JACKSON SCOTT —

## FOREWORD

The Governors have pleasure in submitting their annual report together with the audited financial statements of the Foundation for the year ended 31st March 1994.

## BACKGROUND INFORMATION

The purpose of the Foundation is to provide assistance in building and strengthening pluralist democratic institutions overseas.

## RESULTS AND APPROPRIATIONS

The results for the year are summarised on page 4 of the financial statements and show a surplus of £98,857 which has been transferred to reserves.

## BOARD OF GOVERNORS

Governors who served on the Board during the period and are the Directors under Companies Act 1985 were:

Mr. Tony Clarke		
Mrs. Margaret Ewing MP		
Professor Peter Frank		
Mr. Timothy Garton Ash		
Sir Archie Hamilton MP	Appointed	5.7.93
Mr. Geoff Hoon MP	Appointed	11.4.94
Lady Howe JP		
Sir Russell Johnston MP		
Mr. Gavin Laird CBE		
Mr. Ralph Land OBE		
Mr. Patrick Nicholls MP	Resigned	5.7.93
Dr. Michael Pinto-Duschinsky		
Mr. George Robertson MP	Resigned	17.2.94
Sir James Spicer MP		
Mr. Ian Taylor MP		
Ms. Carole Tongue MEP		

## AUDITORS

Gane Jackson Scott have expressed their willingness to continue in office, a resolution for their re-appointment will be proposed at the Annual General Meeting.

By Order of the Board



S. Chudleigh  
Secretary



STATEMENT OF BOARD OF GOVERNORS RESPONSIBILITIES

Company law requires the Board of Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the Foundation for that period. In preparing those financial statements, the Board of Governors are required to

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Foundation will continue to operate.

The Board of Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Foundation and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the Foundation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITORS REPORT TO THE MEMBERS OF  
THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED

Page 3

We have audited the financial statements on pages 4 to 9 which have been prepared under the historical cost convention and the accounting policies set out on page 7.

**RESPECTIVE RESPONSIBILITIES OF BOARD OF GOVERNORS AND AUDITORS**

As described on page 2 the Board of Governors are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion based on our audit on these statements and to report our opinion to you.

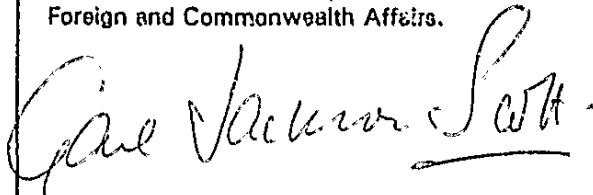
**BASIS OF OPINION**

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Board of Governors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Foundation's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**OPINION**

In our opinion the financial statements give a true and fair view of the state of the Foundation's affairs as at 31st March 1994 and of its surplus for the year then ended and have been properly prepared in accordance with the Companies Act 1985 and the Accounts Direction given by the Secretary of State for Foreign and Commonwealth Affairs.



**GANE JACKSON SCOTT**  
Chartered Accountants  
Registered Auditors  
Holborn Hall  
100 Grays Inn Road  
London WC1X 8AY

6 July 1994

INCOME AND EXPENDITURE ACCOUNT

			1994	1993
			Year	Thirteen
				Months
	Note	£	£	£
<b>INCOME - Continuing activities</b>				
H.M. Government Grants	2		2,000,000	1,192,600
Corporate Funding			47,500	-
			<u>2,047,500</u>	<u>1,192,600</u>
<b>DIRECT EXPENDITURE</b>				
Projects	3		1,679,108	893,100
			<u>368,392</u>	<u>299,500</u>
<b>OTHER EXPENDITURE</b>				
Staff Costs	5	143,379		191,259
Depreciation		15,219		7,826
Other Operating Charges		<u>115,482</u>		<u>73,090</u>
			<u>274,080</u>	<u>272,175</u>
			<u>94,312</u>	<u>27,325</u>
Interest receivable			5,933	-
			<u>100,245</u>	<u>27,325</u>
Corporation Tax	6		1,388	-
Surplus for the Financial Year			<u><u>98,857</u></u>	<u><u>27,325</u></u>

There are no other recognised gains or losses other than the surplus for the year of £98,857 (1993 - £27,325).

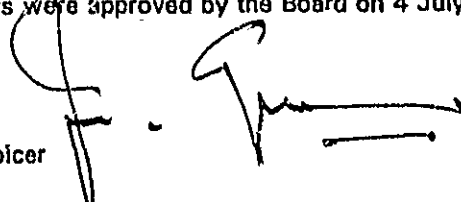
The attached notes form part of these accounts.

BALANCE SHEET

	Note	1994		1993	
		£	£	£	£
<b>Fixed Assets</b>					
Tangible Assets	7		29,642		20,766
<b>Current Assets</b>					
Debtors	8	11,749		1,580	
Cash at bank and in hand:					
-core funding		44,081		9,841	
-corporate funding		47,607		-	
		<u>103,437</u>		<u>11,421</u>	
Creditors: Amounts falling due within one year	9	<u>6,897</u>		<u>4,862</u>	
Net Current Assets			96,540		6,559
Total Assets less Current Liabilities			<u>126,182</u>		<u>27,325</u>
<b>FINANCED BY:</b>					
Income and Expenditure Account	10		<u>126,182</u>		<u>27,325</u>

The Accounts were approved by the Board on 4 July 1994

Sir James Spicer



Chairman

The attached notes form part of these accounts.

STATEMENT OF CASH FLOWS

	Note	1994 Year		1993 13 months	
		£	£	£	£
Net cash inflow from operating activities	(a)		106,383		33,433
Returns on Investments					
Interest received			5,552		-
<b>Investing Activities</b>					
Purchase of Tangible Fixed Assets		(30,764)		(28,592)	
Proceeds of sales of Tangible Fixed Assets		676		-	
Net cash outflow from investing activities			(30,088)		(28,592)
Increase in cash and cash equivalents	(b)		81,847		9,841

Notes to the cash flow statement

(a) Reconciliation of Operating Surplus to Net Cash Inflow from Operating Activities

	£	£
Operating Surplus	94,312	27,325
Depreciation	15,219	7,826
(Increase) in debtors	(9,186)	(1,580)
Increase in creditors	647	4,862
Loss on disposal of fixed assets	5,391	-
	<u>106,383</u>	<u>38,433</u>

(b) Analysis of change in Cash and Cash Equivalents

	£
Balance at 1st April 1993	9,841
Net Cash Inflow	81,847
Balance at 31st March 1994	<u>91,688</u>

NOTES TO THE ACCOUNTS

1. Accounting Policies

- (a) The Accounts have been prepared under the historical cost convention and in accordance with applicable accounting standards.
- (b) Depreciation is provided using the following rates and bases to reduce by annual instalments the cost of the tangible fixed assets over their estimated useful lives.
- |                       |                       |
|-----------------------|-----------------------|
| Fixtures and Fittings | 20% straight line     |
| Computer Equipment    | 33 1/3% straight line |
- (c) Rentals payable under operating leases are taken to Income and Expenditure Account on a straight line basis over the lease term.
- (d) Grants are credited to income in the year to which they relate. Expenditure on projects is charged to Income and Expenditure Account on a cash basis. Other expenditure is charged to the Income and Expenditure Account on an accruals basis inclusive of irrecoverable VAT.
- (e) The Foundation is not liable to Corporation Tax on grants received.

	1994 Year	1993 13 months
	£	£
<b>2. Government Grants</b>		
Grant-in-Aid 1993/94	2,000,000	-
1992/93	-	1,000,000
1991/92	-	192,600
	<u>2,000,000</u>	<u>1,192,600</u>
<b>3. Direct Expenditure on Grants</b>		
Foundation projects	941,750	571,610
Conservative Party sponsored projects	368,409	120,710
Labour Party sponsored projects	294,709	156,856
Liberal Democrat Party sponsored projects	74,240	43,924
	<u>1,679,108</u>	<u>893,100</u>
<b>4. Operating Surplus</b>		
This is stated after charging:		
Staff costs (see note 5 below)	143,379	191,259
Travel subsistence and hospitality:		
Chairman and other board members	-	12,670
Employees (including seconded staff)	19,764	15,128
Auditors Remuneration - Audit	1,700	1,700
- Other	300	165
	<u>300</u>	<u>165</u>

NOTES TO THE ACCOUNTS (continued)

	1994 Year	1993 13 months
5. Staff Costs	£	£
Wages and salaries	107,403	46,717
Seconded staff	-	86,436
Recruitment costs	-	47,349
Social Security costs	11,192	4,907
Other Pension costs	21,143	5,850
Temporary staff	3,641	-
	<u>143,379</u>	<u>191,259</u>

The average number of employees during the period was 4.

	1994 £	1993 £
6. Corporation tax		
Corporation tax at 25% on Interest Received	<u>1,388</u>	<u>-</u>

	Computer Equipment £	Fixtures & Fittings £	Total £
7. Tangible Fixed Assets			
Cost			
At 1st April 1993	15,797	12,795	28,592
Additions	21,817	8,947	30,764
Disposals	-	(8,337)	(8,337)
At 31st March 1994	<u>37,614</u>	<u>13,405</u>	<u>51,019</u>
Depreciation			
At 1st April 1993	5,267	2,559	7,826
On disposals	-	(1,668)	(1,668)
Charge for Year	12,538	2,681	15,219
At 31st March 1994	<u>17,805</u>	<u>3,572</u>	<u>21,377</u>
Net Book Value			
At 31st March 1994	<u>19,809</u>	<u>9,833</u>	<u>29,642</u>
At 31st March 1993	<u>10,530</u>	<u>10,236</u>	<u>20,766</u>

NOTES TO THE ACCOUNTS (continued)

	1994	1993
<b>8. Debtors</b>	£	£
Prepayments and accrued income	10,078	400
Other debtors	1,671	1,180
	<u>11,749</u>	<u>1,580</u>
<b>9. Creditors</b>	£	£
Accruals	3,700	3,401
Other creditor	1,809	1,461
Corporation Tax	1,388	-
	<u>6,897</u>	<u>4,862</u>
<b>10. Reconciliation of movements in members funds</b>	1994 Year £	1993 13 months £
Surplus for the year/period	98,857	27,325
Income and Expenditure account brought forward	27,325	-
Income and Expenditure account carried forward	<u>126,182</u>	<u>27,325</u>

**11. Operating Leases**

The Foundation leases premises for an annual rent of £18,800. The rent is reviewed every five years, the next review being in 1998.



## Company network

Not yet available for this company. [Click to find out more](#)

## Corporate Grouping [User Contributed](#)

None known. [Add one now?](#)  
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## Statements of control (by this company) alpha

Date	Description	Mechanisms
2017-02-26	Foreign & Commonwealth Office controls  nonprofit <a href="#">THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED</a> (United Kingdom, 26 Feb 1992- )	Voting Rights <a href="#">details</a>

## Filings alpha

Filing Date	Title	Description	
2018-05-15	<a href="#">Appointment of director</a>	Appointment of Mr Richard Michael John Ogilvie Graham as a director on 2018-04-06	<a href="#">details</a>
2018-05-15	<a href="#">Termination of appointment of director</a>	Termination of appointment of Henry Campbell Bellingham as a director on 2018-04-06	<a href="#">details</a>
2018-04-03	<a href="#">Appointment of director</a>	Appointment of Mr Patrick John Grady as a director on 2018-03-24	<a href="#">details</a>
2018-02-26	<a href="#">Confirmation Statement</a>	Confirmation statement made on 2018-02-26 with no updates	<a href="#">details</a>
2018-01-24	<a href="#">Change of director's details</a>	Director's details changed for Mrs Susan Clare English on 2018-01-24	<a href="#">details</a>
2017-09-13	<a href="#">Termination of appointment of director</a>	Termination of appointment of Tasmina Ahmed-Sheikh as a director on 2017-06-28	<a href="#">details</a>
2017-08-30	<a href="#">Annual Accounts</a>	Full accounts made up to 2017-03-31	<a href="#">details</a>
2017-05-09	<a href="#">Appointment of director</a>	Appointment of Mr Thomas Moir Hughes as a director on 2017-04-24	<a href="#">details</a>
2017-05-09	<a href="#">Appointment of director</a>	Appointment of Ms Susan Clare English as a director on 2017-04-25	<a href="#">details</a>
2017-05-09	<a href="#">Termination of appointment of director</a>	Termination of appointment of Anthony John Osmond as a director on 2017-04-25	<a href="#">details</a>
2017-05-09	<a href="#">Termination of appointment of director</a>	Termination of appointment of Kenneth Mathieson Caldwell as a director on 2017-04-24	<a href="#">details</a>
2017-03-08	<a href="#">Confirmation Statement</a>	Confirmation statement made on 2017-02-26 with updates	<a href="#">details</a>
2017-02-27	<a href="#">Termination of appointment of director</a>	Termination of appointment of Nonie Bronwen Manby as a director on 2017-02-23	<a href="#">details</a>
2016-11-23	<a href="#">Termination of appointment of director</a>	Termination of appointment of Alexander Elliot Anderson Salmond as a director on 2016-10-14	<a href="#">details</a>

Filing Date	Title	Description	
2016-11-23	<a href="#">Appointment of director</a>	Appointment of Mrs Tasmina Ahmed-Sheikh as a director on 2016-10-14	<a href="#">details</a>
2016-07-20	<a href="#">Annual Accounts</a>	Full accounts made up to 2016-03-31	<a href="#">details</a>
2016-04-21	<a href="#">Appointment of director</a>	Appointment of Mr Simon Edward John Walker as a director on 2015-12-07	<a href="#">details</a>
2016-04-21	<a href="#">Change of director's details</a>	Director's details changed for Mr Simon Edward John Walker on 2015-12-07	<a href="#">details</a>
2016-02-26	<a href="#">Annual Return</a>	Annual return made up to 2016-02-26 no member list	<a href="#">details</a>
2016-01-18	<a href="#">Appointment of director</a>	Appointment of Mr Alexander Elliot Anderson Salmond as a director on 2015-07-21	<a href="#">details</a>

[See all \(240 records\)](#)

## Industry codes alpha

Code	Description	Code scheme	
94.92	Activities of political organisations	UK SIC Classification 2007	<a href="#">details</a>
84.21	Foreign affairs	UK SIC Classification 2007	<a href="#">details</a>

\* While we strive to keep this information correct and up-to-date, it is not the primary source, and the company registry ([see source](#), above) should always be referred to for definitive information  
Data on this page last changed June 26 2018

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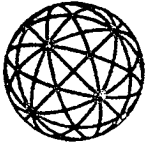
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**WESTMINSTER  
FOUNDATION FOR  
DEMOCRACY**

# Annual Report and Accounts for the year ended 31 March 2017

Audit Office

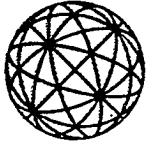
THURSDAY



LD3 \*L6D12UFL\* #115  
17/08/2017  
COMPANIES HOUSE



National Audit Office



**WESTMINSTER  
FOUNDATION FOR  
DEMOCRACY**

# Annual Report and Accounts for the year ended 31 March 2017

Company Number: 2693163

An Executive Non-Departmental Public Body of the Foreign and Commonwealth Office

Presented to Parliament pursuant to Article 6 of the Government Resources and  
Accounts Act 2000 (Audit of Non-profit-making Companies Order 2009)

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Ordered by the House of Commons to be printed 19 July 2017



National Audit Office



National Audit Office

**OGL**

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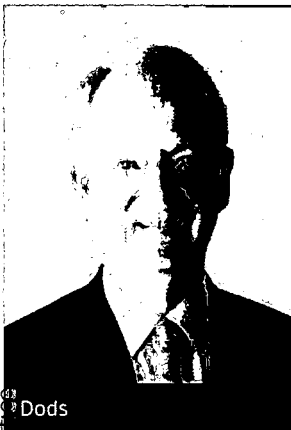


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# FOREWORD FROM THE CHAIR OF THE WFD BOARD OF GOVERNORS



The last twelve months have been truly momentous for democracy worldwide and for the development of Westminster Foundation for Democracy (WFD). As chair of the WFD Board of Governors and as a British Member of Parliament, I am particularly proud of the work we are carrying out with countries around the world that are working to strengthen their democratic systems and culture.

Parliamentarians and political parties rely on a range of advice and support to be effective in their role. This is true whether they operate in a large city like London or in a remote region of Burma. It is part of our job to ensure we represent citizen issues and concerns. We also need access to a range of technical expertise when considering new policies. Those of us representing very large constituencies also require the means to reach out to citizens, digitally or in person.

By supporting international networks of sister parties and by sharing the best of UK democratic experience, WFD delivers what democracies need to improve governance and promote sustainable development.

Over the last year, we targeted our resources where we could achieve lasting impact: Arab countries committed to building inclusive societies; Burma emerging from decades of military rule; West African countries which want to ensure every citizen benefits from growth; countries in the Western Balkans and Eastern Europe fighting the resurgence of anti-democratic tendencies.

Our greatest strength as an organisation lies in the partnerships we have built over two and half decades of activity. I would like to thank the following organisations for their cooperation: House of Commons, Scottish Parliament, Northern Ireland Assembly, Welsh Assembly, Tynwald, Electoral Commission, British Council, National Audit Office and colleagues in every UK political party. I would also like to thank our funders - the UK Government, the EU and other donors - for their continuing confidence in our organisation.

This year, we celebrate our 25th anniversary and, over that time, our mission has remained the universal establishment of legitimate and effective, multi-party, representative democracy. Our ambition now is to become the most effective organisation providing UK parliamentary and political party expertise to partners in developing and transition countries. We look forward to working with our colleagues around the world to make that ambition a reality.

A handwritten signature in black ink, which reads 'Henry Bellingham'.

**Sir Henry Bellingham**  
Chair of WFD Board of Governors



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# STATEMENT OF GOVERNORS' AND ACCOUNTING OFFICER'S RESPONSIBILITIES

In accordance with Company Law and with the Memorandum and Articles of Association, the Governors of The Westminster Foundation for Democracy Limited are responsible for the administration and management of the affairs of WFD and are required to present audited financial statements for each financial year.

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of WFD and enable them to ensure that the financial statements are prepared in accordance with the Companies Act 2006 and the Accounts Direction given by the Secretary of State for Foreign and Commonwealth Affairs and relevant International Financial Reporting Standards.

In addition, within the terms and conditions of a Management Statement agreed between the Foreign and Commonwealth Office and the Governors of The Westminster Foundation for Democracy Limited, the Governors, through the Chief Executive, are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of WFD and of the surplus or deficit and cash flows for that year.

In preparing the financial statements, the Governors are required to comply with the requirements of the Government Financial Reporting Manual and in particular to ensure that:

- a. appropriate accounting policies are selected and then applied consistently;
- b. judgements and estimates are made that are reasonable and prudent;
- c. applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- d. the financial statements are prepared on a going concern basis unless it is inappropriate to presume that WFD will continue its activities.

The Governors have taken reasonable steps to:

- a. ensure that funds from the Foreign and Commonwealth Office are used only for the purposes for which they have been given and in accordance with the Management Statement;
- b. ensure that funds from the Department for International Development are used only for the purposes for which they have been given and in accordance with the relevant Accountable Grant;
- c. ensure that all other grants are used only for the purposes for which they have been given;
- d. ensure that there are sound financial systems and management controls in place to safeguard public funds;
- e. safeguard the assets of WFD and prevent and detect fraud;
- f. secure the economical, efficient and effective management of WFD's resources.



Sections 5.1, 5.2, and 5.3 of the Management Statement define the Permanent Under-Secretary for Foreign and Commonwealth Affairs as Principal Accounting Officer. The Chief Executive of WFD is designated by the Principal Accounting Officer as WFD's Accounting Officer with responsibilities for:

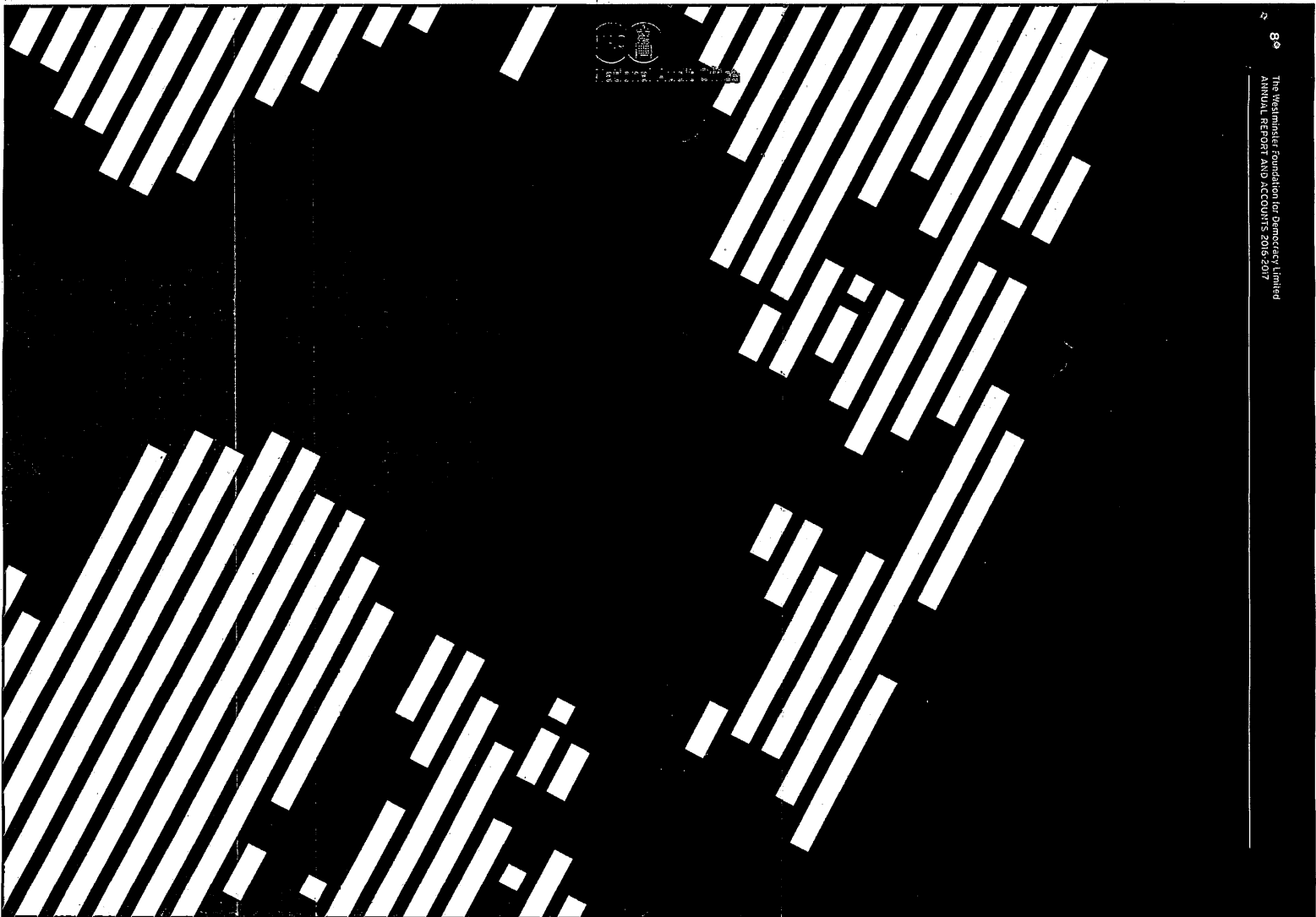
- a. ensuring that the requirements of Government Accounting are met as defined in the Treasury guidance publication "Managing Public Money";
- b. compliance with the terms of the Management Statement with the Foreign and Commonwealth Office;
- c. ensuring that all accounts of WFD are properly maintained and presented; and
- d. ensuring that all resources are used economically, efficiently and effectively.

The Accounting Officer confirms that the annual report and accounts as a whole is fair, balanced and understandable and that he takes personal responsibility for the annual report and accounts and the judgements required for determining that is fair, balanced and understandable.

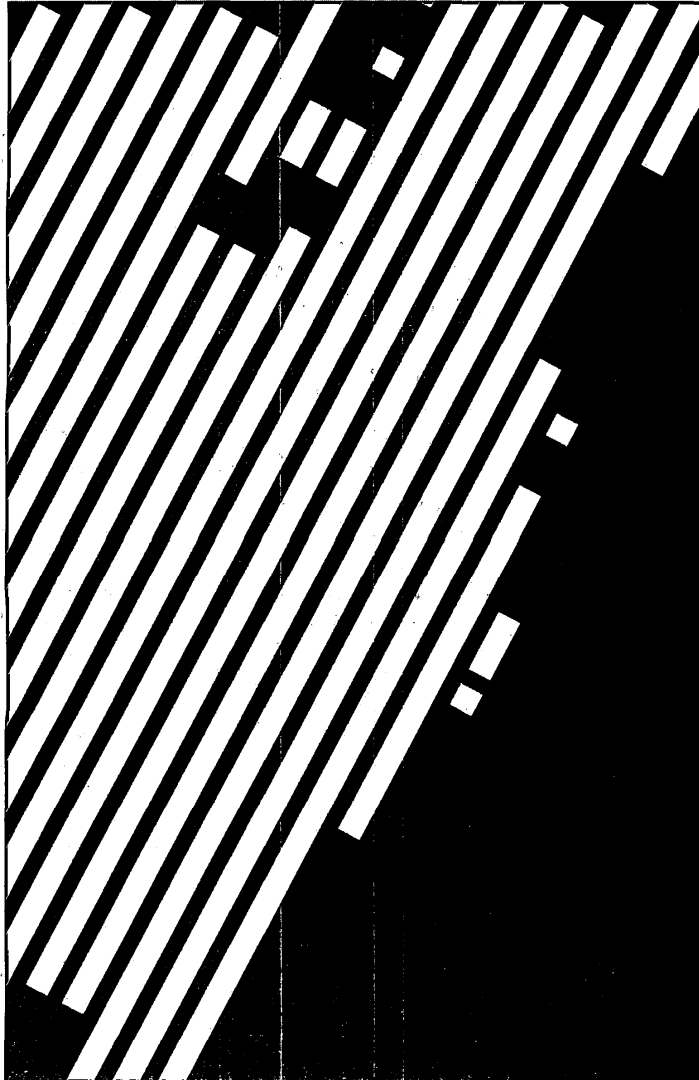
The Governors are responsible for the maintenance and integrity of the corporate and financial information on the Westminster Foundation for Democracy website. Legislation in the UK governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.



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# STRATEGIC REPORT



# 1. NATURE, OBJECTIVES AND STRATEGIES OF THE FOUNDATION

The Westminster Foundation for Democracy Ltd (WFD) is a non-departmental public body sponsored by the Foreign and Commonwealth Office (FCO). It is a private company limited by guarantee with no share capital. Since its establishment in 1992, WFD's primary aim has been to assist, support and encourage the peaceable establishment and development of pluralistic democratic practice and political institutions. WFD implements programmes to (i) strengthen political parties, (ii) support parliaments and (iii) build knowledge about democracy-support. The British Government provides the vast majority of WFD's funding through a combination of central grants from the Foreign and Commonwealth Office and the Department for International Development plus grants or contracts from country-specific or thematic programmes. WFD also secures funding from other donors.

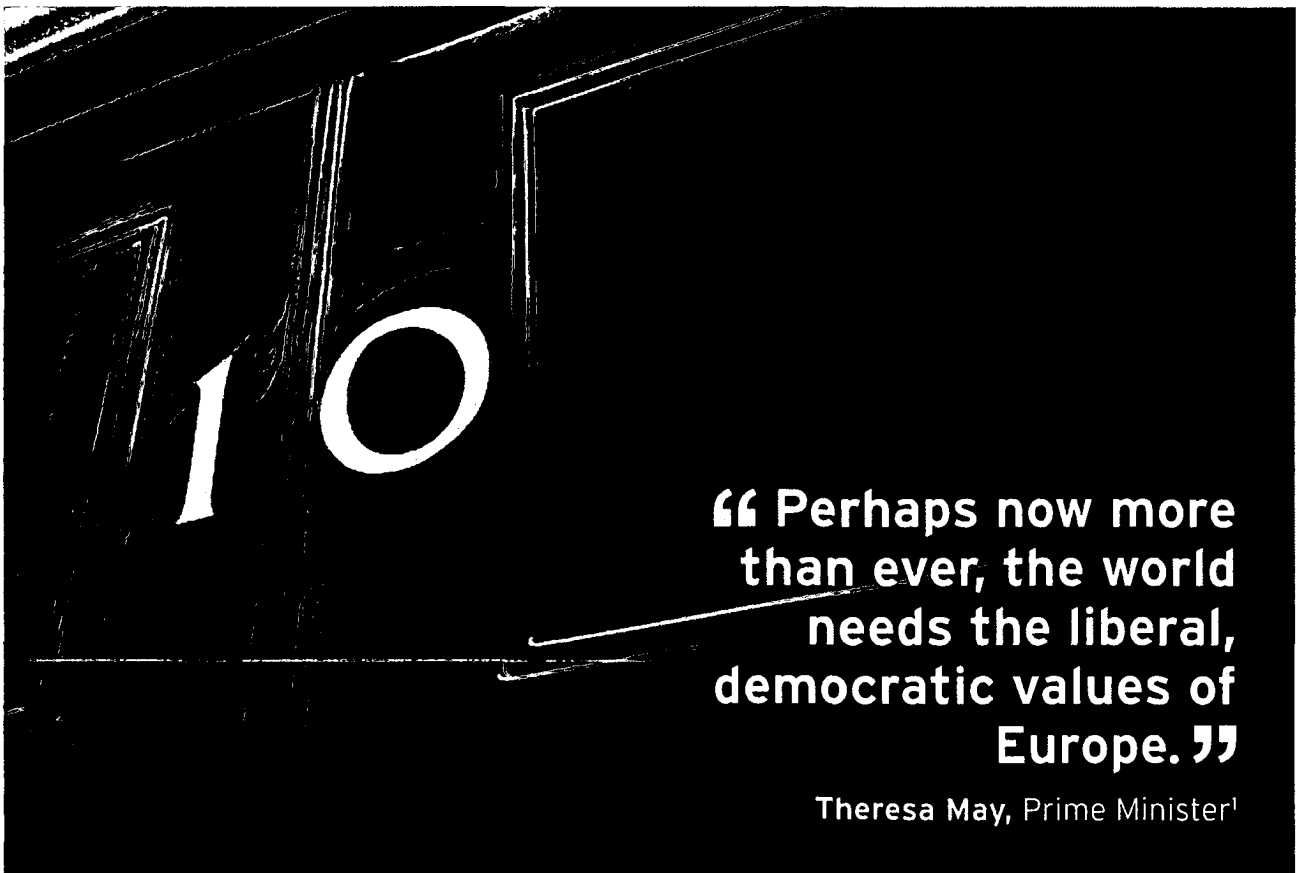


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## STRENGTHENING DEMOCRACY

As Britain's global role changes, the work of the Westminster Foundation for Democracy to support democratic change in countries around the world is an increasingly important part of the UK's international priorities. Over the last 12 months, we have supported ambitious agendas in those countries where demand for effective democracy has never been higher.

In Burma and Sri Lanka, WFD is supporting key constitutional reforms, in Venezuela we are working with the National Assembly amid an increasingly volatile political situation. We also continued to work with long-standing partners where democratic values are under threat: in the Western Balkans and Eastern Europe.



“ Perhaps now more than ever, the world needs the liberal, democratic values of Europe. ”

Theresa May, Prime Minister<sup>1</sup>

In 2016-2017, we operated over 90 programmes in 83 countries working with UK institutions including the House of Commons, the Scottish Parliament, the Welsh Assembly, the Northern Ireland Assembly, Electoral Commission, British Council and the National Audit Office.

Our programmes help parliaments tackle issues of fundamental importance to their citizens: poverty, corruption and the rights of marginalised groups like women, youth and people with disabilities.

In Ukraine, we supported the establishment of a Financial Economic Analysis Office to help citizens understand where their money was being spent. In Georgia, Parliament accepted recommendations from the Human Rights Committee for the first time since its establishment. In Jordan, we helped ensure changes to the penal code provision protecting perpetrators of sexual violence.

We also provided electoral assistance, supporting the recruitment of over 30 accredited observers to eight EU and two OSCE missions.

The Foundation renewed its support for international projects promoted by the UK political parties, most of which took place within global networks of sister parties and resulted in new partnerships in Latin America and the Middle East. We also implemented a new model to support cross-party reform of the political party system in Kosovo and began two pieces of applied research exploring peace processes internationally and the UK experience of decentralisation, with input from Northern Irish and Scottish political parties.

Our commitment to research and innovation in democracy assistance also saw the publication of studies on the costs associated with becoming a politician and drawing lessons from WFD's support to political parties and civil society organisations.

Over the last year, regional networks continued to yield important results. The Network of Parliamentary Committees in the Western Balkans shared best practice on managing public money, leading to two newly established Parliamentary Budget Offices in the region. In East Africa, the Green Party of England and Wales worked with the East Africa Green Federation to encourage more inclusive policies. The Coalition of Arab Women MPs approved and submitted a draft convention to help end violence against women to Member States of the Arab League. When approved, this will be the first regional mechanism to protect women from violence.

WFD funding has continued to grow with total funds exceeding £10 million (including grant in aid); a 50% increase on 2015-16. Over the last twelve months our front-line staff have been delivering programmes from 27 country offices across Africa, Asia, Europe and Latin America.

As WFD approaches its 25th anniversary in 2017, the past financial year has laid the foundation for the next phase in our development: to become the most effective organisation providing UK parliamentary and political party expertise to partners in developing and transition countries.

### Policy



Public policies are formulated, drafted, and scrutinised by parliaments and political parties based on evidence, through an open, transparent and consultative process.

### Accountability



Parliaments and political parties hold other government institutions to account while enhancing their own accountability to their constituents and stakeholders.

### Representation



Parliaments and political parties represent effectively their specific constituencies and are representative of the interests and needs of their citizens as a whole.

### Citizen participation



Citizens, particularly women, youth and other marginalised groups, have greater access to and a more active role in parliamentary and political processes.

NAO  
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## PROGRESS ON IMPLEMENTATION OF THE STRATEGY

WFD's 2015-2020 strategy is framed around three objectives:

**A - To support developing and transition countries in establishing or strengthening inclusive and effective democratic governance for their citizens by delivering political party, parliamentary and integrated (Parties in parliament) programmes.**

In 2016-17, WFD's country and regional programme work continued to expand and to bring important benefits to our partner countries. The Foundation now has offices in 27 countries and programmes in more than 30 countries. These programmes combine support to political parties, parliaments and civil society organisations in different ways, building on the close relationships that the UK's political parties have with political parties in partner countries, and on the skills that are shared between the UK's parliaments and their counterparts in other countries. The Annual Review of WFD programmes by an external team found that:

*The Westminster Foundation for Democracy (WFD) has continued to build on last year's positive performance during this second year of its accountable grant, delivering effective interventions whilst improving the quality of key activities such as research, context analysis, M&E and risk management. WFD has achieved these improvements whilst embedding new IT and reporting systems and significantly expanding the number and geographical spread of its individual programmes."*

**B - To contribute to public knowledge about effective democracy strengthening, including democracy assistance for parliaments and political parties, in developing and transition countries.**

WFD's research programme made use of additional short-term funding to increase its activities and outputs during 2016-17. The research partnership with Oxford University moved to Birmingham University and continued to produce papers and journal articles with lessons from past WFD work. These were discussed at a research conference in February 2017. In addition, WFD conducted a series of applied research projects to address specific issues that were relevant to future programmes. These included projects on The Cost of Politics, Political Parties in the Middle East and North Africa, and Decentralisation.

*"WFD's research programme continues to perform extremely well as it attempts to link academic research to policy implementation, both externally and to inform WFD's own programming."*

**C - To improve the sustainability, public accountability and value for money of WFD's programmes through strengthening our structures, skills, and systems.**

WFD made progress on this objective in three main ways this year. First, the diversity of funding for WFD programmes increased, with a significant increase in the amount from sources other than the core grant. This included significant funding from the European Union. Second, improvements to WFD's website ensured increased visibility of WFD programmes, as well as the full range of transparency information about the organisation. Third, in order to manage the growth in WFD's programme activity effectively, WFD strengthened its management processes and developed improved programme approval and information systems, as well as new programme guidance. These systems will continue to evolve during 2017-18.



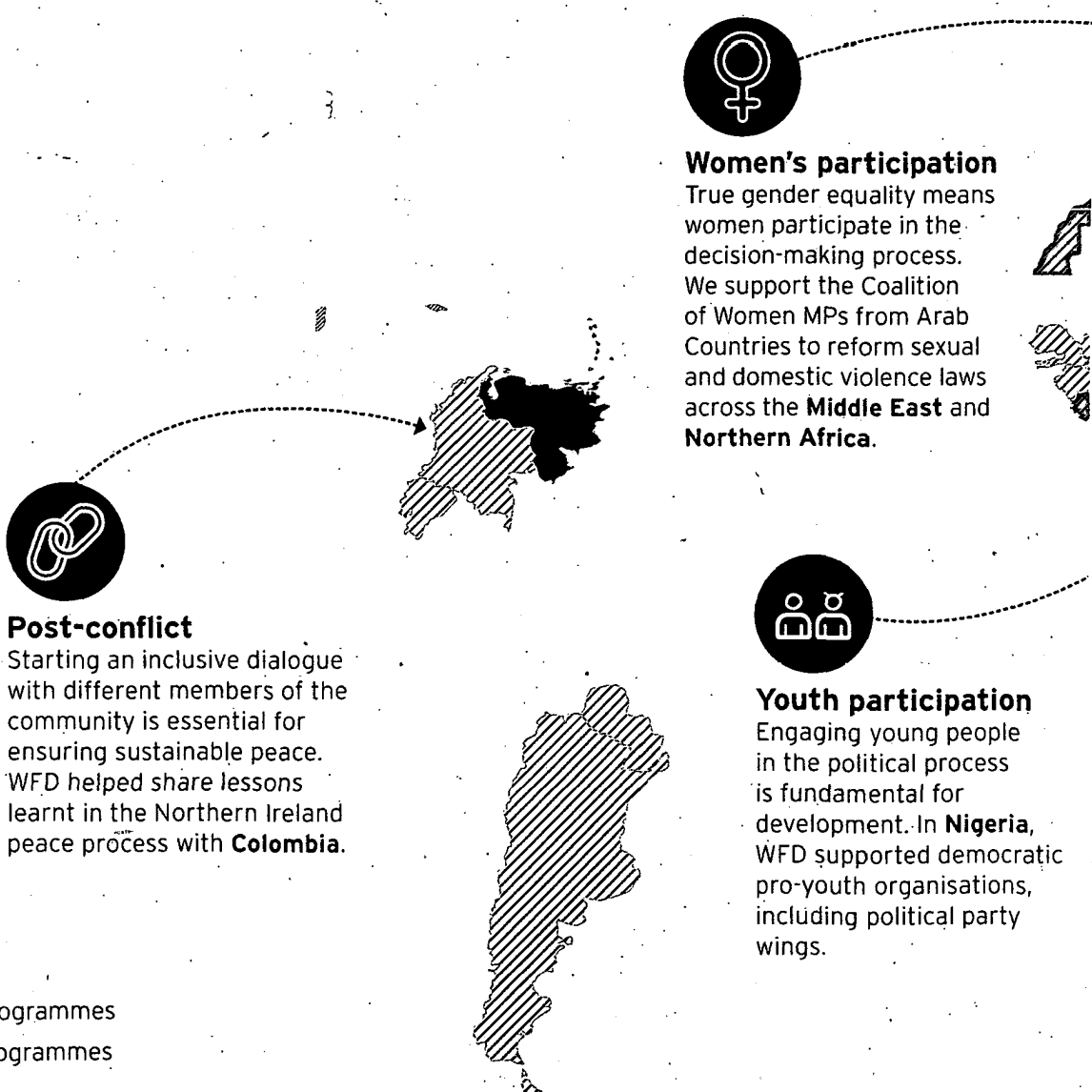


# 2. CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

## GLOBAL PRESENCE & THEMATIC AREAS



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### Post-conflict

Starting an inclusive dialogue with different members of the community is essential for ensuring sustainable peace. WFD helped share lessons learnt in the Northern Ireland peace process with **Colombia**.



### Women's participation

True gender equality means women participate in the decision-making process. We support the Coalition of Women MPs from Arab Countries to reform sexual and domestic violence laws across the **Middle East** and **Northern Africa**.



### Youth participation

Engaging young people in the political process is fundamental for development. In **Nigeria**, WFD supported democratic pro-youth organisations, including political party wings.

- Parliamentary programmes
- Political Party programmes



### Civil Society

Strong civil society organisations question policies and advocate for issues that are important to citizens. In **Macedonia**, WFD supported local groups to engage with government on issues ranging from child marriage to the rights of disabled people.



### Financial scrutiny

The parliamentary Financial Economic Analysis Office in **Ukraine** was established to equip legislators with the data they need to scrutinise government and monitor spending.



### Anti-corruption

Taking action against corruption can help improve trust in democracy. WFD supported parliamentary 'Integrity Commissions' in Erbil and Baghdad, **Iraq**, to develop inclusive anti-corruption strategies and encourage greater transparency from public institutions.



### Devolution

Developing the ability of local government to represent citizens' needs at state level is essential. In **Pakistan**, WFD helped the Punjab Assembly reform domestic violence laws.



### Communications and outreach

Engagement with citizens is vital in demonstrating what both parliaments and political parties do on their behalf. **Kenya's** Senate Liaison Office developed indicators to help visualise data from across the 47 counties on health, education, agriculture, water and infrastructure.



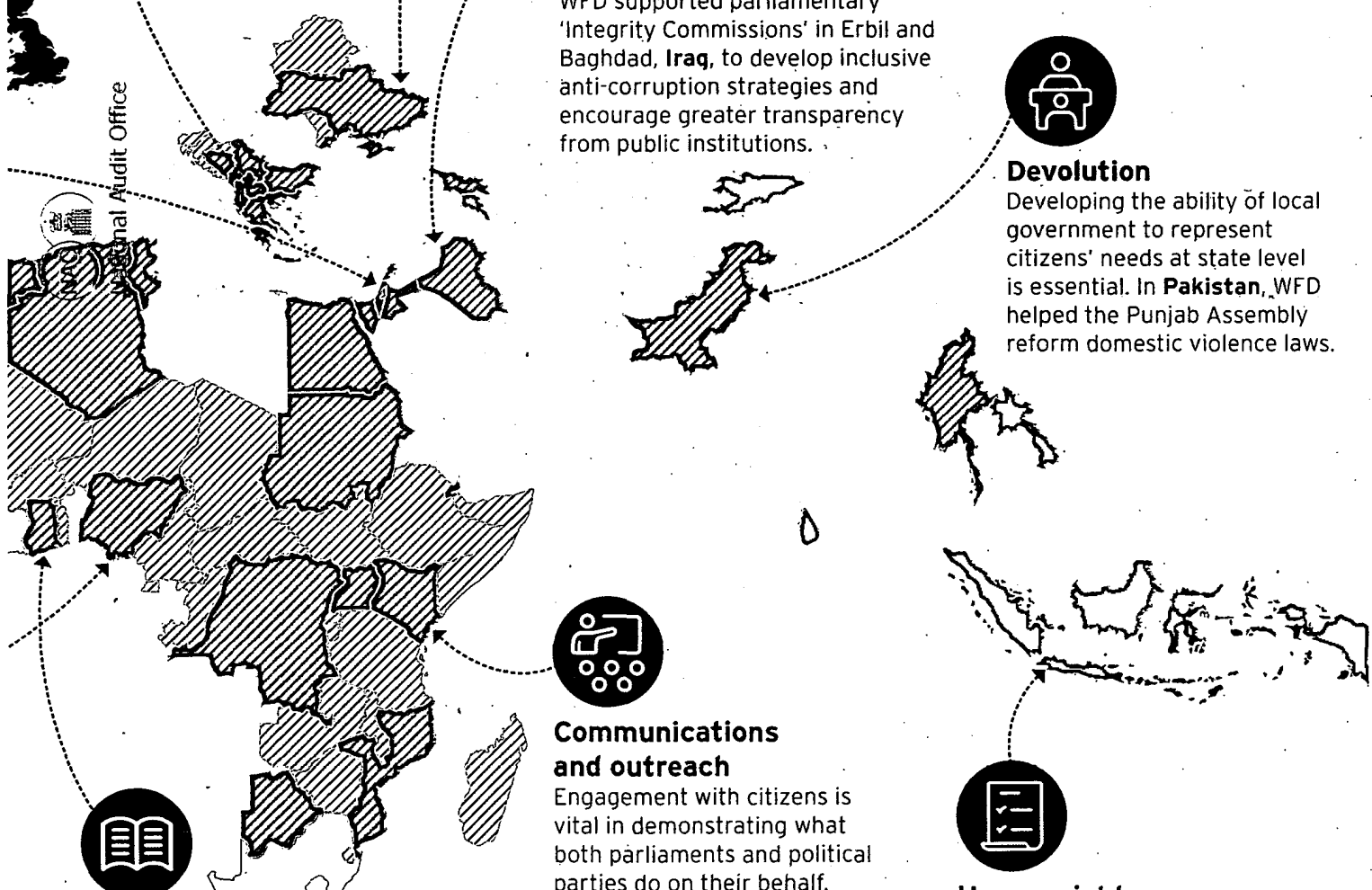
### Human rights

Protection of human rights by democratic institutions is fundamental to ensure inclusive policy-making. WFD supported parliamentary committees in **Indonesia** responsible for embedding human rights standards in legislation.



### Research

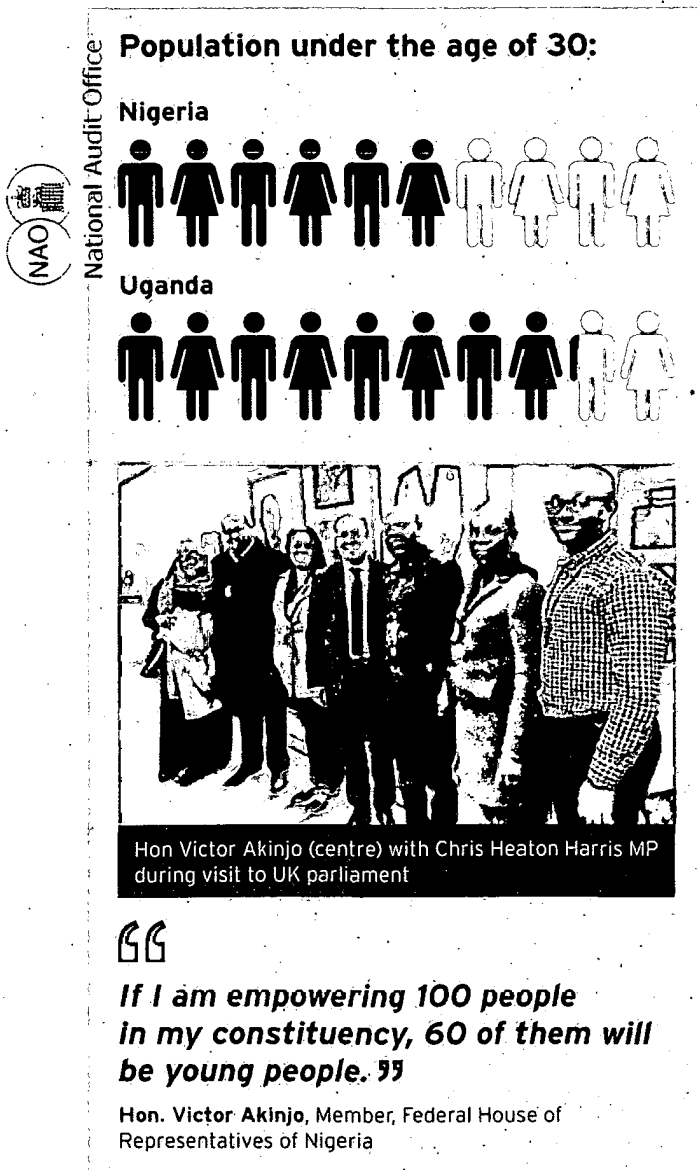
Access to research is essential for parliamentarians to make evidence-based decisions about policy. In **Ghana**, we supported the establishment of an Inter-Departmental Research and Information Group to coordinate research services in parliament.



## SUB-SAHARAN AFRICA

The vibrant and diverse nature of the African continent is reflected in WFD's range of programming in the region. From ensuring young people are represented, to supporting parliament's core functions, 2016-17 has seen WFD programmes become embedded in the institutions we support.

By 2045, the population of people under the age of 25 across the African continent is expected to rise by over 40%. Working with aspiring young politicians has never been more important.



### West Africa

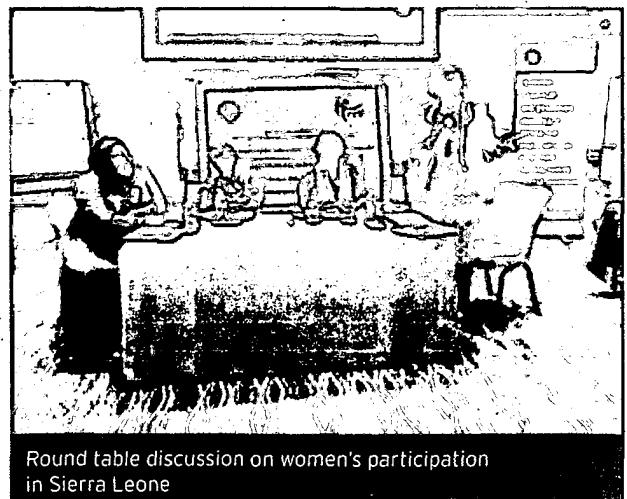
In **Nigeria**, where over 60% of the population is under the age of 30, WFD focused on uniting local civil society organisations, political parties and government institutions to work together to ensure young people have a say in the future of their country.

In **Ghana**, we supported the establishment of an Inter-Departmental Research and Information Group to coordinate research services in the Parliament. Over 130 research assistants were trained on legislative research and the UK Conservative and Labour Parties explored support to party caucuses. Together this programme will provide members of parliament with enhanced tools for effective legislation on behalf of citizens in Ghana.

Conservative Party support to the New Patriotic Party (NPP) in Ghana ahead of the general elections in December 2016 focused on digital campaigning, including social media and target seat methodology.

In **Sierra Leone**, the Isle of Man's Hansard Department shared experience and technical expertise with their counterparts in the Parliament to bring the official parliamentary record up to date. Improved oversight and accountability from parliamentarians can already be seen through the up to date record being used as a reference to show how they are responding to citizens' needs.

WFD joined a consortium, led by Search for Common Ground, to support marginalised groups such as women, young people and people with disabilities ahead of the general election planned for 2018. This successful bid is helping WFD's remit to expand to incorporate technical support and electoral assistance. Parallel work by the UK political parties will support women and youth wings of sister parties in Sierra Leone.





**↑ 87%**  
completion and  
publication rate of the  
backlog of Hansard  
reports in Parliament  
of Sierra Leone.

### Why Hansard?

An up to date parliamentary record shows constituents how MPs scrutinise government legislation and raise important local, national or topical issues.



**An MP from Bo district showed his constituency members his contributions in parliament on their behalf. 99**

Lucien Lamin, Stenographer, Hansard Department in Parliament of Sierra Leone, participated in a two-week secondment to Tynwald.

National Audit Office

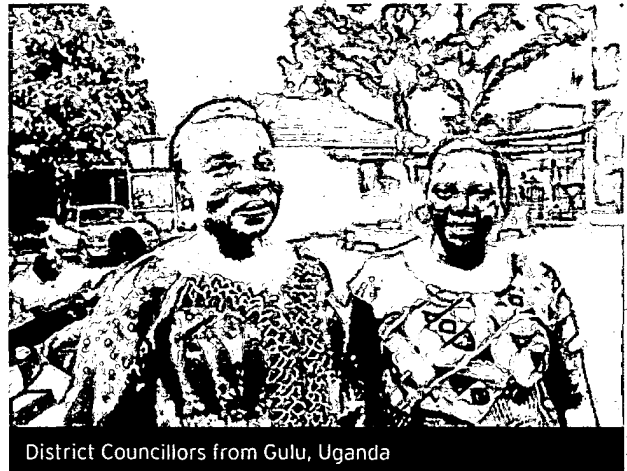


### East Africa

Devolution is a prominent issue in **Kenya**, where WFD is supporting the Senate to coordinate with the 47 County Assemblies. Exposure to the UK's devolved powers in Scotland, Wales and Northern Ireland inspired a structured approach to outreach with the County Assemblies and exploration of information systems that capture data centrally.

Our 18-month, EU-funded programme in **Uganda** ended in November 2016. The programme supported two local civil society organisations to empower women district councillors on how to use international legislation<sup>2</sup> in a local context to protect women and girls.

Supporting the needs of women in Uganda remains a focus of our programming in the country, but with 82% of the population under the age of 30, our work has expanded to promote youth engagement with a focus on girls and human rights.



District Councillors from Gulu, Uganda

WFD engaged with former 2012-2015 programme beneficiaries in the **Democratic Republic of Congo** (DRC) to share best practice from women involved in the Northern Ireland peace process. The **East Africa Green Federation**<sup>3</sup> developed a Women's Network in December 2016, with the support of the Green Party of England and Wales, to provide a forum for women to develop specific gender-based policy and campaigns.

### Southern Africa

In **Mozambique**, our support to the Technical Cabinet, responsible for providing financial analysis to parliament, began to operate. WFD shared lessons from the Parliamentary Budget Office in Serbia and established a partnership with the Portuguese Parliament to help tailor our support to the system in Mozambique.



**Our intervention will help Members of Parliament make sure that the allocated resources are being properly used. 99**

Atanasio Chacanane, Director of the Technical Cabinet in Mozambique

In **Botswana**, we are supporting the review and development of the five-year strategic plan to help embed the parliament's approach to financial and human resource management. The Labour Party support to the Botswana Congress Party (BCP) resulted in the training of over twenty youth and women, as well as a commitment to sustainable change through a "train the trainers" programme that covered the planning and delivery of training programmes.

<sup>2</sup> Convention on the Elimination of Discrimination Against Women (CEDAW)

<sup>3</sup> Uganda, Burundi, Kenya, Rwanda

The Liberal Democrats established a programme of support to the Youth Wing of the Democratic Alliance in **South Africa** and the Democratic Unionist Party (DUP) continued to support the African Christian Democratic Party (ACDP). The Conservative Party began exploring options to develop a Centre-right network for parties in South Africa towards the end of the year. Women are stronger by networking, by sharing experiences and learning.

**“  
Women are stronger by networking, by sharing experiences and learning. It is not only an opportunity to share what is going on in Africa, but to learn from others and what challenges they face. Together we can find better solutions.”**

Daisy Bathusi, WAFA member and Deputy Secretary General, reflecting on a visit to the UK Houses of Parliament.

Participants from the Women's Academy for Africa, the Arab Women's Network for Parity and Solidarity, Tha'era, and the CEE Gender Network for Eastern Europe and the Western Balkans met with UK Labour Party politicians and women activists ahead of International Women's Day 2017 to share best practice and identify areas of support.



Representatives from the Africa Liberal Network participate in the Youth Academy 2017

## Political Party Networks

A key area of the Labour Party's WFD work in 2016-17 was supporting social democratic women to play a more active role in party politics and public life. The Women's Academy for Africa (WAFA), a network of eleven Labour, Socialist, and Social Democratic parties from nine countries, successfully delivered 16 National workshops which trained over 521 women across Southern, Western, Eastern and Central Africa.

Political networks for young people have also made a difference in the region in 2016-17. The Africa Liberal Network established the Youth League, following regional elections for a new Committee and the Labour Party continued to work with the Youth Academy for Africa.

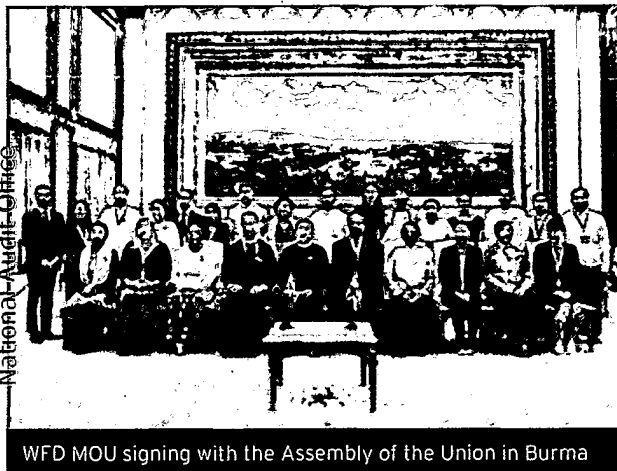


The Women's Academy for Africa is supported by the UK Labour Party

## ASIA

As a new region in WFD's portfolio<sup>5</sup>, Asia programmes continued to develop in 2016-17 with additional funding for programmes in Burma, Laos and Indonesia. Improving the process of devolution, supporting committees to legislate in line with economic, cultural and social standards and protecting human rights remain key priorities for the region.

In **Burma**, WFD manages a significant Department for International Development (DFID) programme in partnership with the UK House of Commons that was launched in January 2017. WFD began developing a pilot programme simultaneously at the sub-national level to encourage better dialogue between the central and provincial legislatures.

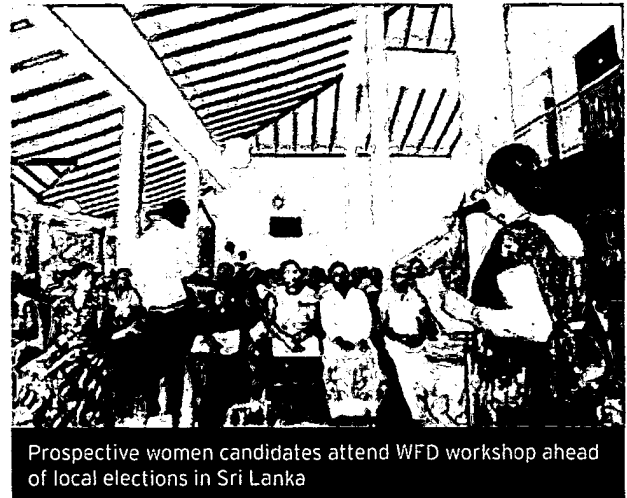


WFD MOU signing with the Assembly of the Union in Burma

In **Indonesia**, we are supporting the House of Representatives (DPR) to adopt an open approach to the formulation of policy and legislation. Internal reforms initiated by the DPR led WFD to support centres around the newly established BKD (Parliamentary Expertise Unit) and the newly established Inspectorate General, responsible for internal audit within the DPR, to develop oversight capacity.

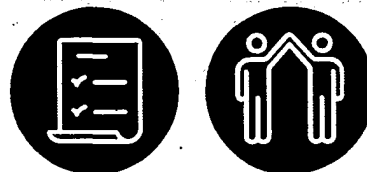
Out of 225 available seats, just 13 are held by women in **Sri Lanka's** parliament. Our programme brings together the experience of UK political parties to support an increase in women's political participation and highlight ways Presiding Officers from different factions can work together on a range of issues.

Running in parallel to our work with political parties, WFD is providing support to the on-going constitutional and parliamentary reforms taking place in Sri Lanka following the election of the new government in 2015, with specific support to oversight committees.



Prospective women candidates attend WFD workshop ahead of local elections in Sri Lanka

With the support of the UK embassy, WFD developed a programme of collaboration with the Law and newly established Justice Committees of the National Assembly of **Laos**. Support to the two largest provincial assemblies in **Pakistan** continued in 2016-17. Changes to the rules of procedure in the Punjab Assembly have seen a more inclusive approach to legislation emerge. Both Assemblies are now responding to the legislative needs of their respective provinces by adopting vital legislation on domestic violence, child marriage, mental health and labour laws.



### A new Bill of Rights for Sri Lanka?

WFD worked with the Institute for Constitutional Studies (ICS) to organise a series of workshops that allowed public discussion to take place on Economic, Social and Cultural Rights inclusion in the fundamental rights chapter of the new Constitution.

A report, based on the outcome of the workshops, was published in January 2017 and the ICS was pleased that the Constitutional Reform Sub Committee recommended further protection of Economic, Social and Cultural Rights.

If accepted by the Parliament, better protection means a framework for developing law and policy with the potential to improve the quality of the lives of Sri Lankans.

<sup>5</sup> Indonesia, Sri Lanka, Laos and Burma programmes were set up in 2015-16, with Pakistan being the only previous country of engagement



## EUROPE AND CENTRAL ASIA

From anti-corruption to human rights, integration with European Union legislation forms the basis of many WFD programmes in Europe and Central Asia. Transparency and open governance continues to be a strong theme in our programmes in the region for 2016-17.

In **Georgia**, we helped the Parliament to develop an induction programme for over 90 MPs following elections in November 2016. The Liberal Democrats worked with their sister party to collect strategic data on voters ahead of the elections.

Parliament's grasp on how citizens money is spent by government is a fundamental area where the UK can share its democratic experience. In **Serbia**, with support from the Scottish Parliament's financial scrutiny unit and the Westminster Scrutiny Unit, WFD has helped establish the first Parliamentary Budget Office in the region.

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### Parliamentary Budget Office - Serbia

**111** products in 2016-17

**48** Analysis of draft budget law within 48 hours of publication

**50** new MPs know how the PBO can help them in their job

This model is now being shared across the **Western Balkans** with similar bodies established in **Montenegro** and **Macedonia**.<sup>6</sup> WFD continues to support the Network of Parliamentary Committees of Finance, Budget and European Integration<sup>7</sup> in sharing best practice throughout the region. In **Armenia**, WFD supported the National Assembly to establish a public accounts committee and helped the parliamentary budget office to develop its skills in a four-month project funded by GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit).



Yuri Levchenko, Member of Parliament in Ukraine's Verkhovna Rada with WFD Governor Sir Jeffrey Donaldson MP, campaigning in Lagan Valley



*It was extremely useful to learn more about how British MPs work in their constituencies.*

Yuri Levchenko, Member of Parliament in Ukraine's Verkhovna Rada (VRU)

Similarly, in **Ukraine** our GIZ funded programme supported the establishment of a Financial Economic Analysis Office (FEAO) in the Verkhona Rada that provides MPs with analysis on key financial issues. The work of the FEAO is being enhanced through a supplementary programme that partnered Ukrainian MPs with their UK counterparts through a buddy programme.

WFD's Multi-Party Office<sup>8</sup> established relations with Ukraine's Verkhona Rada to provide direct technical support to the Committee on Local Government Reform. The Multi-Party Office organised a cross-party discussion on devolution and reform to local self-government based on the different experiences of citizen participation models used in UK local government.

The Labour Party supported democratic forces in **Moldova** and **Ukraine**, and facilitated a regional exchange for young activists through the annual Political Youth Academy (Summer Academy).

Connected to our work on financial oversight in the region, WFD has joined the Action SEE Network to develop a Regional Index of Openness that measures the degree of openness of parliaments based on four principles: transparency, accessibility, integrity and awareness.

<sup>6</sup> FCO funded programme in Montenegro established in April 2016 & in Macedonia in June 2016

<sup>7</sup> The Network of Parliamentary Committees includes representatives from Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia

<sup>8</sup> The Multi-Party office brings together the experience of the Liberal Democrats, DUP, UUP, SDLP and Green Party of England and Wales

In **Macedonia**, our EU funded programme, continues to support civil society organisations to develop the skills they need to lobby parliament effectively for changes to legislation that impacts on citizens human rights. All 12 CSOs involved in the programme developed policy papers in the last year that have been presented and submitted to parliament.

In 2016, our programmes in **Bosnia and Herzegovina** and **Kyrgyzstan** brought together the expertise of UK political parties to support gender equality initiatives in the respective countries.



08 Lamija-Tiro, candidate from Nasa Stranka in BiH

“  
**It's important that women's participation is discussed - that someone, somewhere is talking about it.**”

Lamija Tiro, 21-year-old Nasa Stranka candidate.

Lamija was a successful candidate in the October 2016 local elections. She participated at a WFD organised conference in August 2016, that explored how the media represents women candidates ahead of elections.

In **Bosnia**, we worked with candidates from UK sister parties and the media to give women a greater public presence ahead of the elections. The Liberal Democrats supported female candidates from the Nasa Stranka party to develop campaign materials specifically designed to be effective in First Past the Post-style campaigning for the local elections. These materials proved highly effective and several of the women went on to be elected to their seats. The Conservative Party and Labour Party provided training for their sister party candidates too.

In **Kyrgyzstan**, WFD partnered with the National Democrat Institute (NDI) to support the women's MP forum. In 2016 we also established the Kyrgyzstan Local Accountability Programme that supports local councils in Batken, Naryn and Balykchy through exposure to the Local Government Association of England and Wales.

WFD adopted an innovative approach in **Kosovo** in 2016-17, using a multi-party approach alongside support to individual political parties to reform the political party system.

“  
**Now, I've got an understanding about the role and function of the city council, as well as the stages of the city budget.**”

Councillor Kanygul Joroeva, reflecting on the WFD led induction in Batken City Council.

### Political Party Networks

In the **Western Balkans**, the Labour Party supported the SD9 network to strengthen political cooperation between social democratic youth organisations in the **Western Balkans**, empower and increase the political participation of young women, and develop the SD9's organisational capacity. The Labour Party has also continued to support a programme to establish a network between LGBTI activists and social democratic parties in the region. The Labour Party continued to support the development of centre-left parties through bilateral projects in **Bosnia and Herzegovina, Macedonia, Montenegro and Serbia.**



National Audit Office

## MIDDLE EAST AND NORTH AFRICA

Across the MENA region, WFD's programmes focus on parliament's need to monitor legislation and make sure it is fit for purpose. From embedding women's rights in regional and national legislative agenda's to ensuring parliamentarians have the right information available to them to question government spending, our support is tailored to the individual needs of the parliaments we partner with and draws on the unique access and insight into UK democratic systems WFD has.



**Extractive Industries Transparency Initiative is an important step in achieving transparency in the field of oil and gas. ”**

MP Mohamed Kabbani, Chair of the Public Works, Energy and Water Committee.

Lebanon, for example, our work with the Public Works, Energy and Water Committee (PWEC) addressing the lack of technical support the committee receives, whilst improving its approach to monitoring policy. The committee's role in convincing the government in Lebanon to join the global Extractive Industries Transparency Initiative was instrumental.

2016-17 work in Tunisia, with the Public Accounts style committee (Committee of Administrative Reform, Good Governance, Anti-Corruption and Oversight of the Management of Public Money) has seen direct benefits to citizens with the saving of 75 million dinars (approximately 23 million GBP) from a review of sugar subsidies (previously subsidised for both households and industry). Collaboration between the committee and the supreme audit institution occurred following a study visit to the UK where the committee saw how the Westminster equivalent worked closely with the National Audit Office on enquiries.

In Iraq, six institutions have worked together for over 12 months to produce a draft strategy to tackle corruption. Our programme supported continued cooperation between the two Integrity Commissions (in Erbil and Baghdad) to outline how together they can end corrupt practices.

In Jordan, we supported the induction led by the Parliament, which the WFD supported Research Centre coordinated, in partnership with the EU, NDI and Global Partners Governance. The independence of the Research Centre has grown over the last year, with analysis being used to monitor budget spending and argue for improved protection for women.



MP Wafaa Bani Mustafa, Chair of the Coalition of Women MPs from Arab Countries



**A very important step that would contribute to The Arab Convention achieving security and peace through guaranteeing the fundamental and humanitarian rights of women. ”**

MP Wafaa Bani Mustafa, Chair of the Coalition of Women MPs from Arab Countries



WFD International Women's Day event in Jordan, March 2017

The **Coalition of women MPs from Arab Countries to combat violence against women** has continued to receive WFD support over the last year, achieving particularly transformational outcomes in **Jordan**. Chair of the Group, MP Wafaa Bani Mustafa, requested a report from the Research Centre on violence against women that she used to debate article 308 in a parliamentary session.<sup>9</sup> At a regional level, the Arab League adopted the Draft Arab Convention to combat violence against women and girls. This was submitted by the coalition as the first draft for consultation amongst members' states at the January 2017 meeting of the Arab League.

Programmes in **Bahrain** and **Algeria** have continued to establish themselves this year. In **Morocco**, our programme has expanded over the last year with successful funding from the EU Twinning project and FCO's Arab Partnership Fund. WFD supported parliamentary units to deliver technical analysis.

### Political Party Networks

In the Middle East and North Africa region, the Labour Party developed bilateral programmes to support sister parties from **Jordan** and **Tunisia**. The Labour Party have also supported parties from across the MENA region through regional events and study visits. The Labour Party trained over 40 young people involved in their 'Future Leaders' programme and continues to work with women through the Arab Women's Network (Tha'era).

The Tha'era network is continuing to provide an essential platform through which to organise an international mobilisation campaign after the fatal shooting of one of its members, Shaimaa el-Sabbagh in January 2015. In October 2016, one of the founding members of Tha'era, was a speaker at the African Union Peace and Security Council in Addis Ababa, where she made a plea for the African Union to support Shaimaa's case.

The SNP started exploring ways to support the Ra'edat, the Arab women's parliamentary network, to undertake cross-border work with female politicians, youth groups and current leadership to raise awareness of the problems faced by women and other marginalised groups.



Tha'era network meet with the Vice-Chair of WFD's Board of Governors, Rushanara Ali MP

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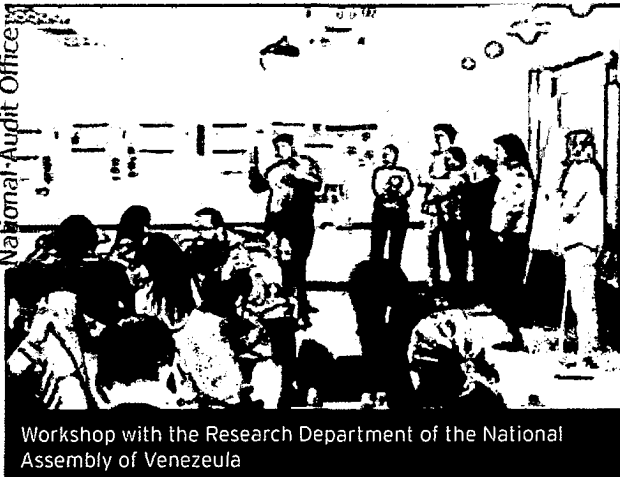
National Audit Office

## LATIN AMERICA AND THE CARIBBEAN

Latin America and the Caribbean is the newest region in WFD's programme portfolio, with one parliamentary programme established and political party connections continuing to grow in the region in 2016-17.

### Latin America

In **Venezuela**, WFD worked closely with the National Assembly to strengthen the work of the Research Department as it supports MPs. Legislation relating to Climate Change, Access to Information and the Rule of Law were discussed whilst efforts were made to engage the public and civil society more in the Assembly's work through the development of a draft Open Parliament Strategy.



Workshop with the Research Department of the National Assembly of Venezuela

Through WFD's Multi-Party Office, lessons from politicians and other key figures involved in the Northern Ireland peace process were shared with their counterparts in **Colombia** in a series of roundtable discussions.

In **Argentina** and **Paraguay**, the UK Conservative Party have supported sister-parties to improve their approach to communications.

“

*In Northern Ireland we had many setbacks on the road to peace, but we learned from each of them - just as you have in Colombia. It's a powerful example for the world to learn from.*”

Rev. Harold Good, Minister in the Methodist church and former Director of the Corrymeela Community Centre of Reconciliation shared his experience in Northern Ireland with over 50 representatives from the Colombian Congress.

### The Caribbean

#### Political Party Networks

The UK Conservative Party supported the Caribbean Democratic Union (CDU), that unites centre right parties from 10 Caribbean countries<sup>10</sup> to share best practice on how they can represent marginalised groups like women and young people in the region. As a result of WFD engagement, the CDU Deputy Chairman responsible for Women and Minorities position was created as a formal acknowledgement of CDU's commitment to empowering women and minorities. Hon. Pam Webster was appointed to this position and is now in charge of reaching out to women in the Caribbean and promoting gender diversity within centre-right parties.



UK Conservative Party workshop with representatives from the Caribbean Democratic Union

## WFD ELECTORAL ASSISTANCE: INCREASING PUBLIC CONFIDENCE IN REPRESENTATIVE DEMOCRACY

WFD continued to recruit UK election observers for EU and OSCE missions in 2016-17. We successfully recruited 16 observers to participate in 10 EU Election Observation Missions (EOM) to East Timor, Gabon, Ghana, Jordan, Kosovo, The Gambia, Uganda and Zambia. 17 observers were sent to participate in two missions on behalf of the OSCE in Uzbekistan and Serbia.

WFD were successfully awarded additional funding for programmes that support the electoral process in Sierra Leone and Lebanon. Our work continued to expand in this field in 2016-17 with support to the observation of the Colombia Peace Plebiscite in October 2016.



Elections in Ghana and Uzbekistan took place in December 2016 - WFD recruited UK observers for the EU and OSCE election observation missions

## WFD RESEARCH PROGRAMME: CHALLENGING THE STATUS QUO IN DEMOCRACY ASSISTANCE

2016-17 has been a particularly successful year for the WFD research programme. Building on the strong foundations of 2015-16, WFD has been able to deepen the quality and scope of our research outputs through our research partnership first with the University of Oxford (until January 2016) and now with the University of Birmingham. In the year, WFD has produced 8 published outputs and has several more that have been shared or are awaiting publication in peer-reviewed journals. Most notably, these include two policy briefs on lessons from political party and civil society programming that have generated positive feedback and engagement. WFD has also collaborated with the Multi-Party Office, funded by WFD, to produce two applied research pieces on peace processes internationally and the UK experience of decentralisation.

The target for 2016-17 was for the research team to initiate successful collaboration with WFD programme teams on applied research topics. Most notably, research and the Africa team co-wrote a successful funding proposal on the invitation of DFID Ghana to perform research into the cost of politics in Ghana. We are now jointly implementing this activity with a local organisation. Moreover, WFD Research has successfully initiated collaboration with the Multi-Party Office and the MENA team on issues related to decentralisation and the dynamics of political party systems in the Middle East/North Africa respectively. We also have an ongoing project with the Africa and Europe teams looking into the role of parliaments in halting the closing of democratic space. Publications from all of these efforts are expected in 2017-18, when we also expect to see strong evidence of the teams integrating research findings into their workplans.



National Audit Office

## CHALLENGES TO DEMOCRACY AND BRITAIN'S ROLE IN SUPPORTING GLOBAL VALUES

WFD was founded in 1992 in a period of optimism about the prospects for democracy in the post-Soviet world. Twenty-five years later, the challenges to democratic values have evolved and Britain's contribution to democratic development is perhaps more important than ever.

In many countries, democratic practices have become weaker in the face of strongman politics, non-competitive elections, greater restrictions on civil society and on political parties, and executive control of the media.

Over the last three years, WFD has worked to build the network and the expertise necessary to deliver change in complex circumstances. Our commitment to innovation together with our global presence and significant relationships with all constituent organisations of UK democracy mean we are ideally placed to support democratic governance around the world in an effective and sustainable way.

WFD will continue to focus on political parties and parliaments, but we will also engage with other institutions and organisations as we support work to strengthen the political systems in our partner countries, notably electoral bodies and civil society organisations. Both are critical to the establishment of legitimate and effective, multi-party representative democracy.

### **WFD will renew established partnerships and build new ones**

World-class British organisations such as the BBC, the British Council, the National Audit Office and think tanks like Chatham House, Wilton Park, and the Overseas Development Institute can provide critically important lessons on a range of issues that affect the quality of political and civic life in our partner countries. We would like to work as closely with them as we already do with others such as the International Development Department at the University of Birmingham and the Commonwealth Parliamentary Association.

### **WFD will work with new partners and in new countries**

There is strong demand for the support WFD offers in every region and, while we cannot respond to every request, there is scope for further expansion. Interest in regional networks among political parties and parliaments is growing. Respect for and interest in Britain's democracy and our approach - sharing experiences not pushing any specific model - is global.

### **WFD will increase our impact on key policy issues**

At the top of the list is women's political empowerment where we want to ensure that all our programmes consider their impact on women. Tolerance and dialogue are also a top priority - parties and parliaments can help build shared rules of the game and tackle conflict within society. And anti-corruption remains critically important



## 3. PRINCIPAL RISKS AND UNCERTAINTIES

The nature of working on political governance abroad is complex and often delicate, and the Board acknowledges that risk is a characteristic of WFD's work when setting its risk appetite. WFD was set up as a non-departmental public body and at arm's length from Government precisely so that it could undertake projects carrying a higher degree of political risk than would be undertaken by Government.

As part of its risk management the Board has identified its principal risks and uncertainties that could have a material impact on WFD in carrying out its work and has grouped them under four headings: Programmes, Policy, Capability, and cross-cutting these, Governance. WFD has in place a risk management framework to identify and to manage risks and this is reported in more detail on pages 46 and 47.





## 4. RESOURCES

As at 31 March 2017, WFD employed 33 full-time equivalent staff in the UK (2016: 22), of whom 25 (2016: 15) are responsible for the design, management and delivery of country programmes and for managing local and UK partnerships. In countries where WFD is represented, WFD employs local staff that are engaged either on contract of services terms, or contract for services terms, and which are determined by the local circumstances. As at 31st March 2017, there were a total of 58 full-time equivalent appointments overseas (2016: 33).

UK staff are organised into specialist regional teams covering Africa, Europe and Central Asia, Middle East and North Africa (MENA), Asia, and Latin America. These teams are led by two Regional Directors responsible for strategy, policy, business development issues, and high level engagement with strategic partners and stakeholders within their respective regions. Operational programme management responsibilities are delegated to four Senior Programme Managers. Specialist technical support is provided by WFD's newly established Technical Advisory Unit, which provides in-house expertise on parliaments, governance, and gender. WFD adopts a model of designated Senior Responsible Officer to ensure consistency in the way programme management responsibilities and accountability are reconciled, though more work on the implementation of this approach is still required. Overseas arrangements are continually assessed for their effectiveness and purpose but mostly follow the model of a Country Representative leading a country team supported by an appropriate level of resource depending on the scale and complexity of the respective programme. Technical support to overseas teams includes programme management and coordination and finance as well as the specialist topics. In a few instances, parliamentary and integrated programmes can be managed via local hubs as a way of improving efficiency or effectiveness.

The relationships with UK political parties and the access to their expertise and trainers, and the ability to draw on other specialist expertise in Parliament and the devolved UK Assemblies, provides WFD with an extensive network of skills and knowledge as well as a unique selling point.

As well as WFD's sponsor department FCO, DFID has continued to be an important strategic partner and funder for WFD programmes and will continue to fund WFD until 2018 under the terms of its three-year (2015-2018) Accountable Grant of up to £9 million.

In addition to its grant funding by the FCO and DFID, WFD secured other funding through the Arab Partnership Fund of £454,000 for programmes during 2016-17 in Morocco (previous year £307,000, plus Algeria £32,000). During the year 2016-17, WFD also received £136,000 from the EU for parliamentary strengthening programmes in the Balkans, in Uganda, Pakistan (sub-contracted from British Council), Morocco, and for elections observation work in Macedonia.



## 5. FINANCIAL POSITION

WFD receives an annual core grant-in-aid from the FCO out of monies voted by Parliament, to enable it to achieve agreed objectives. This core grant is supplemented by further specific contracts from the FCO and from DFID. WFD has bid for and received European Union funds and it may seek funds from other public sector funds and from the private sector. The conditions of the grant-in-aid require that it should be applied for according to need and be spent in the year to which it relates. Cash balances are to be minimised, commensurate with being sufficient to meet liabilities. WFD applies for grant-in-aid periodically, typically bi-monthly, based upon cash flow forecasts of project and non-project expenditure.

WFD is not capital intensive and therefore grant-in-aid funding is used for project expenditure and WFD non-project costs, low-level capital expenditure and changes in working capital.

During the year 2016-17 the grant-in-aid was £3.5 million (plus an additional allocation of £1 million from FCO's RBIS<sup>11</sup> fund) and WFD fully spent these sums on projects and programmes. There were no events during the year that adversely affected the financial position of WFD. It has been confirmed by the FCO that grant-in-aid for 2017-18 will be £3.5 million. DFID funded WFD with £3.25 million as the second year of its 3-year Accountable Grant 2015-2018 under which DFID has committed to spend up to £9 million with WFD between 2015 and 2018.

### 5.1 CAPITAL STRUCTURE

WFD is a company limited by guarantee and therefore does not have a share capital.

### 5.2 CASH FLOW AND LIQUIDITY

During the year WFD had an increase of £164,687 (2015-16: increase £324,636) in cash and equivalents, resulting in net liquid funds at 31 March 2017 of £1,147,846 (2015-16 £983,159). Key factors contributing to the increase were the increase in trade payables and accruals (combined £464,120), less increase in trade receivables and prepayments (combined £-205,535), the net increase of deferred and accrued income at year end (combined £-12,437), and capital purchases (£-40,954), and decreased provisions (£-35,943). Other sundry debtors and cash advances changes had the net effect of decreasing cash by £-4,564. The Statement of Cash Flows provides further analysis.

# 6. RELATIONSHIPS

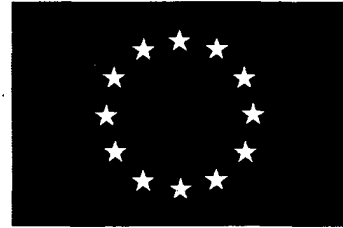
WFD has significant relationships with the UK political parties, FCO, DFID, British Council, in-country partners and institutions, and grantees and institutions of the countries in which it operates. WFD has on-going contractual arrangements with and on behalf of the European Union, for work until early 2018.



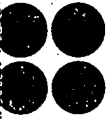
Foreign &  
Commonwealth  
Office



Department  
for International  
Development



National Audit Office



BRITISH  
COUNCIL

# 7. DETAILS OF PARTICULAR MATTERS

## 7.1 EMPLOYEES

WFD's policy is to be an equal opportunities employer and its aim is that there will be no discrimination of any kind against any person on the grounds of colour, race, nationality, creed, religion or belief, sexual orientation, marital status, gender, disability, age or any other personal characteristics. We observe the Equality Act 2010 and make reasonable adjustments for people with disabilities. If a member of staff becomes disabled while working with us, we will do everything possible to ensure they continue working with us.

WFD is committed to the policy on equal opportunities set out in the statement above and is required to comply with the Civil Service Commissioners' Recruitment Code. This ensures that there is no unlawful direct or indirect discrimination and enables the development of good employment practices. The application process for advertised vacancies within WFD is designed to ensure confidentiality of candidates at the short-listing stage, so ensuring that applications from disabled candidates are given full and fair consideration.

WFD's management and staff policies are maintained, reviewed, and updated on a regular basis and made available to all staff. They are also subject to internal audit to ensure compliance with legislation. Recruitment and interview procedures are structured to avoid discrimination. The breakdown of each gender as at the end of March 2017 was as follows:

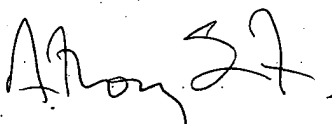
	Female	Male
Governors	3	7
Employees in senior executive positions	-	2
UK staff	17	14
Overseas staff	32	26

WFD has a grievance procedure to be used by staff if they believe they may have been discriminated against. There were no grievances raised by staff during the last financial year.

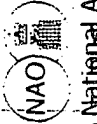
## 7.2 ESSENTIAL CONTRACTUAL ARRANGEMENTS

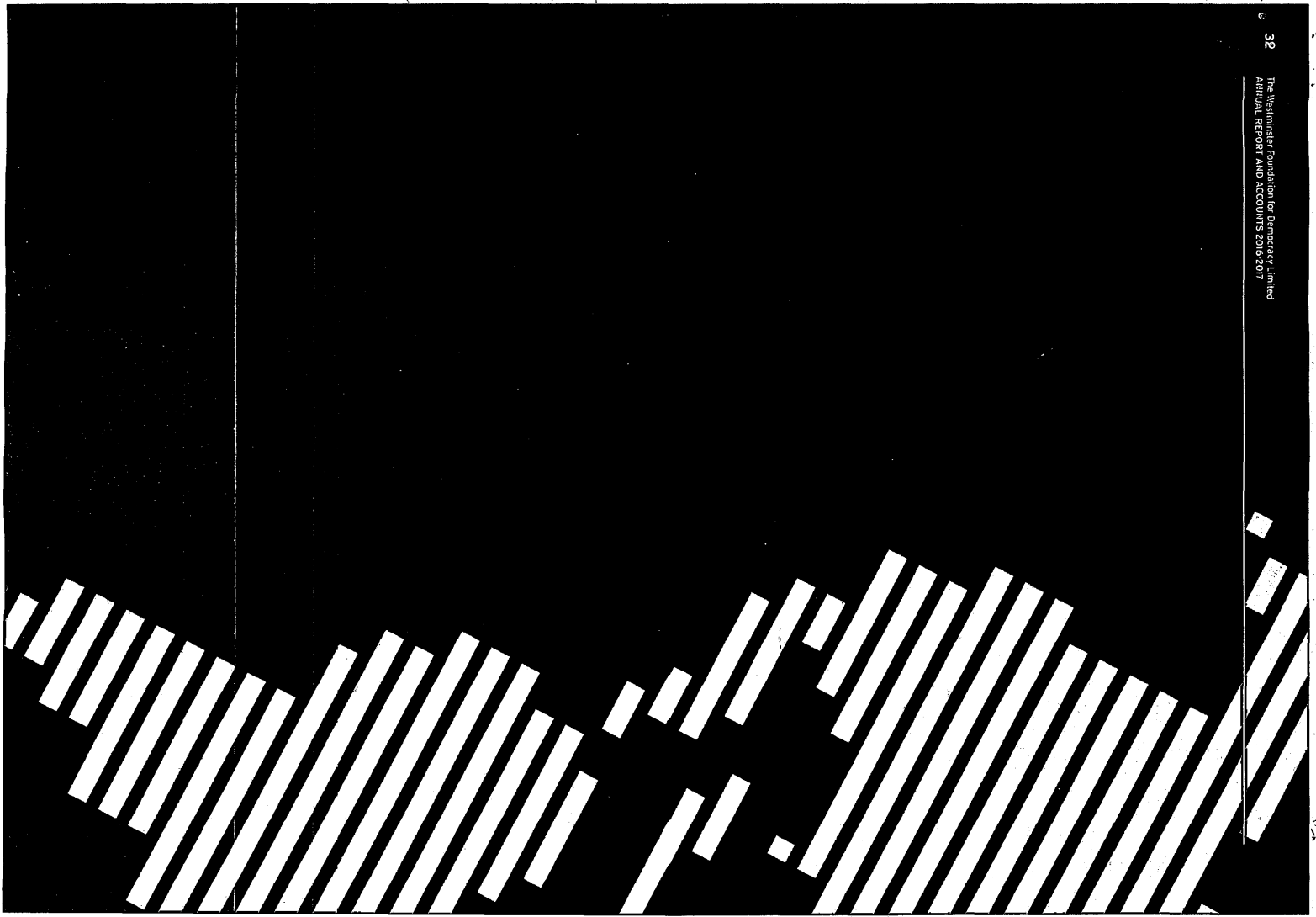
Political parties in receipt of an allocation of grant-in-aid entered into contractual agreements with WFD for the financial year 2016-17. The contracts specify the amount of, and the conditions attached to, the allocated grant-in-aid. New contracts in respect of the financial year 2017-18 have been issued.

On behalf of the Board



**Anthony Smith**  
Chief Executive and Accounting Officer  
July 2017





# GOVERNORS' REPORT



The Governors have pleasure in submitting their annual report together with the audited financial statements of the Westminster Foundation for Democracy for the year ended 31 March 2017. The financial statements have been prepared in a form directed by the Secretary of State for Foreign and Commonwealth Affairs with the consent of HM Treasury.

### Background Information

The Westminster Foundation for Democracy Limited (WFD) is domiciled in the United Kingdom and its registered office is 8th Floor Artillery House, 11-19 Artillery Row, London SW1P 1RT.

WFD receives grant-in-aid from the Foreign and Commonwealth Office provided out of monies voted by Parliament to enable it to achieve agreed objectives. WFD also receives additional specific grants from the Foreign and Commonwealth Office, from the Department for International Development, and from the European Union, and may receive private sector funds in addition to these core funds. WFD's priorities and objectives are established by its Board of Governors and are kept under continuous review.

The Secretary of State for Foreign and Commonwealth Affairs and the Treasury Solicitor are the two named subscribers to the Company's Memorandum of Association. The Secretary of State has formal powers of appointment to WFD's Board of Governors but the Board operates independently and at arm's length from Government.

### Results

The results for the year are summarised on page 56 and takes into account the requirement under the Government Financial Reporting Manual that grant-in-aid is to be treated as financing and is taken directly to the core funds reserve, as opposed to being recognised as income. Accordingly the deficit for the year, before accounting for grant-in-aid is £3,503,000 (2015-16: £3,481,356).

This deficit is set-off with the grant-in-aid in the core funds reserve, which leaves total funds (core and corporate, the latter of which reduced by £4,120 during the year) of £163,712 to be carried forward at the end of the year (2015-16: £170,832).

**Board Of Governors**

Governors who served on the Board during the year and who were Directors under the Companies Act 2006 were:

	<b>Appointed in the year</b>	<b>Resignation date</b>	<b>Appointment Ends</b>
Tasmina Ahmed-Sheik MP	14-Oct-16		14-Oct-19
Rushanara Ali MP			30-Jan-19
Henry Bellingham MP			03-Sep-17
Ken Caldwell			24-Apr-17
Rt Hon Sir Jeffrey Donaldson MP			6-Jul-18
Rt Hon Dame Margaret Hodge MP			25-Aug-18
Bronwen Manby		20-Feb-17	
John Osmond			25-Apr-17
Andrew Rosindell MP			17-Aug-19
Rt Hon Alex Salmond MP		14-Oct-16	
Simon Walker			7-Dec-18

The following changes of Governors, and who are also Directors under the Companies Act 2006, occurred after year-end.

	<b>Appointed after year-end</b>	<b>Resignation date</b>	<b>Appointment Ends</b>
Ken Caldwell		24-Apr-17	
John Osmond		25-Apr-17	
Thomas Hughes	24-Apr-17		24-Apr-20
Susan English	25-Apr-17		25-Apr-20

No Board member holds company directorships or has other significant interests which may conflict with their responsibilities, or has undertaken any material transactions with related parties. The Register of Interests is available to the public at WFD's registered office upon provision of 24 hours' notice.



### Audit and Risk Assurance Committee

WFD's Audit and Risk Assurance Committee ensures that WFD adheres to the highest standards of propriety in the use and stewardship of public funds and encourages proper accountability for the use of those funds. The Committee also promotes the development of internal control systems. During the year ending 31 March 2017 membership of WFD's Audit and Risk Assurance Committee comprised;

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John Osmond	Chair
Bronwen Manby	Until 20 February 2017
Rt Hon Dame Margaret Hodge MP	
Simon Walker	Appointed 14 September 2016

---

Following the year-end John Osmond resigned from WFD and in his place Thomas Hughes was appointed as Chair member of the Committee

### Employee Information

Each member of staff has their performance appraised annually against agreed objectives. An integral part of this review requires the identification of learning and development needs and the development of a training programme, by their manager, to address these needs. Staff will be helped to pursue studies which will support their career development and benefit the Foundation by improving performance.

Staff meetings held during 2016-17 provided the opportunity for consultation by providing information to employees and encouraging views to be expressed. A whistle-blowing policy is in place and staff are reminded of this and encouraged to use it.

### Awareness of Relevant Audit Information

So far as each Governor and the Accounting Officer is aware, there is no relevant audit information that has not been disclosed to the company's auditors and each of the directors believes that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the company's auditors have been made aware of that information.

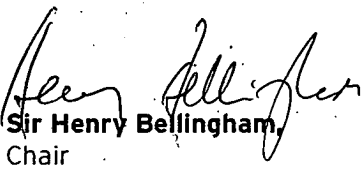


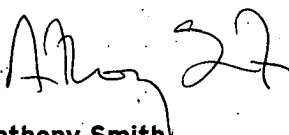
## Creditors

WFD adheres to the Government-wide standard on bill-paying which is to settle all valid bills within 30 days. In 2016-17, the average age of invoices paid was 19.03 calendar days (2015-16 10.98 days). All undisputed invoices were paid within the agreed credit terms. The proportion of the aggregate amount owed to trade creditors at the year-end compared with the aggregate amount invoiced by suppliers during the year was equivalent to 40.6 days (2016 39.2 days).

## Auditor

The Comptroller & Auditor General is the statutory auditor for the accounts of WFD. Approved and authorised for issue and signed on behalf of the Board on 7 July 2017

  
**Sir Henry Bellingham,**  
Chair

  
**Anthony Smith,**  
Chief Executive and Accounting Officer



Item	2017	2016
Assets		
Cash and balances	1,234	1,123
Accounts receivable	2,345	2,234
Investments	10,567	10,456
Property, plant and equipment	3,456	3,345
Intangible assets	1,234	1,123
Other assets	5,678	5,567
Liabilities		
Accounts payable	1,234	1,123
Debt	2,345	2,234
Other liabilities	3,456	3,345
Equity		
Share capital	1,234	1,123
Reserves	2,345	2,234
Other equity	3,456	3,345

# REMUNERATION REPORT

The table contains several rows of data, with most cells obscured by black redaction bars. A small logo is visible on the left side of the table, featuring a shield with a scale of justice and the letters 'WAC' below it. The text 'WESTMINSTER FOUNDATION FOR DEMOCRACY' is partially visible next to the logo.

The Terms and Conditions Sub-Committee of the Board is responsible for reviewing all aspects of remuneration and employment terms and conditions of staff. Their recommendations are submitted to the Board for approval. The committee is chaired by a governor appointed by the Board and during the year ending 31 March 2017 the following Governors were members of the Committee:

**Tasmina Ahmed Sheikh MP, Chair**  
**Andrew Rosindell MP**

As a public funded body, WFD adopts the guidelines followed by its sponsor body, the FCO. The Summer 2015 Budget announced the funding of public sector workforces for an average pay award of 1% for 4 years from 2016-17 onwards.

The remuneration of the Chief Executive and the Finance Director is reviewed annually and is determined by reference to the recommendations of the Senior Salaries Review Body, based on the annual performance appraisal conducted by the Chair of the Board. Performance objectives are set for the succeeding year and these are reviewed on an iterative basis through the year, to assess performance. A performance related bonus can be paid dependent on performance in line with civil service guidelines.

WFD entered into a Service Agreement with Anthony Smith, Chief Executive, on 18 August 2014 and this remained in effect throughout the year to 31 March 2016.

During the year, in line with the pay policy there was an increase in base pay by 1 percent and bonuses of £2,850 and £2,000 agreed by the Chair on behalf of the Board and these were paid to Anthony Smith and Paul Naismith respectively based on performance in the year to 31 March 2016.

The following table has been subject to audit. During the year the single total figure of remuneration made to senior managers was as follows:

**Single total figure of remuneration**

	Salary (£'000)		Bonus payments (£'000)		Benefits in kind (to nearest £100)		Pension benefits <sup>12</sup> (to nearest £1,000)		Total (£'000)	
	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16
Anthony Smith	95-100	95-100	0-5	0-5	-	-	21,000	35,000	120-125	130-135
Paul Naismith	70-75	70-75	0-5	0-5	-	-	29,000	29,000	105-110	100-105
All Governors	-	-	-	-	-	-	-	-	-	-

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid employee in their organisation at the reporting period end date, and the median remuneration of the organisation's workforce. The mid-point of the banded remuneration of the highest-paid employee in WFD at the financial year end 2016-17 was £102,500 (2015-16, £97,500). This was 2.9 times (2015-16, 2.6) the UK median remuneration of the workforce, which was £35,762 (2015-16, £37,400). Total remuneration includes salary and non-consolidated performance-related pay but excludes severance payments. There were no benefits-in-kind paid in the year (2015-16, nil). It does not include employer pension contributions and the cash equivalent transfer value of pensions.

<sup>12</sup> The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

Governors are appointed by the Secretary of State for the Foreign and Commonwealth Office for a term of three years. Appointments can be renewed for a maximum of three consecutive terms (nine years). Governors are not remunerated and WFD does not pay allowances and benefits in kind to Governors, or to the Chief Executive, or any other members of staff. Details of the dates of appointments of new Governors and the dates that appointments end are shown in the Governor's Report. During the year no payments were made to third parties for services of a senior manager. The following table is subject to audit.

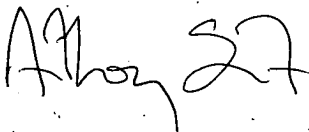
**Pension benefits at 31 March 2017**

	Accrued pension at pension age as at 31 March 2017 and related lump sum	Real change in pension and related lump sum at pension age	CETV at 31 March 2017	CETV at 31 March 2016	Real change in CETV	Employer contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Anthony Smith	35-40 plus lump sum of 110-115	0-2.5 plus lump sum of 2.5-5	850	793	21	-
Paul Naismith	15-20 plus lump sum of nil	0-2.5 plus lump sum of nil	275	240	23	-

CETV is the Cash Equivalent Transfer Value and is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. As the Principal Civil Service Pension Scheme (PCSPS) is a multi-employer fund, the CETV values will include accumulated accrued benefits from any previous employers that operate the PCSPS.

Real change in CETV reflects the increase/(decrease) in CETV that is funded by WFD. It does not include the increase in accrued pension due to inflation or the contributions paid by the employee and uses common market valuation factors for the start and end of the period.

Compensation for loss of office: During the year, there was no compensation for loss of office made to staff members that left (2015-16 £74,821).



**Anthony Smith**  
Chief Executive and Accounting Officer  
7 July 2017

National Audit Office





Table with 4 columns: Description, 2016/17, 2015/16, and 2014/15. The table is rotated 90 degrees clockwise. The content is mostly obscured by heavy black redaction bars.

# GOVERNANCE STATEMENT





## SCOPE OF RESPONSIBILITY

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievements of WFD's policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money. I am therefore responsible for ensuring that WFD is administered prudently and economically and that resources are applied efficiently and effectively to deliver our agreed goals. In addition I am accountable to the Principal Accounting Officer of the Foreign and Commonwealth Office (FCO) to enable him to discharge his overall responsibility for ensuring that WFD as an FCO Non-Departmental Public Body has adequate financial systems and procedures in place. WFD's corporate and business plans, objectives and associated risks are discussed regularly with the FCO.



National Audit Office

## GOVERNANCE FRAMEWORK

The relationship between WFD and the FCO is specified in the Management Statement and its associated Financial Memorandum. These framework documents also include specific general guidance documents that WFD must comply with, and in addition WFD has drawn on guiding principles published in the UK Corporate Governance Code and The Audit Committee Handbook in establishing its governance framework. WFD last completed a review with the FCO of its Management Statement in November 2013 to ensure that robust governance arrangements are in place and maintained.

In line with Cabinet Office guidelines for a mandatory triennial review of all non-departmental public bodies the FCO are planning a fresh review of WFD during 2017-18. The previous Triennial Review of the WFD was published in March 2015 and the report included a range of recommended organisational, policy and governance measures to increase the relevance and impact of the WFD's work and to allow the Board to take a more strategic role than previously. The Board receives regular reports and updates to satisfy itself about the practical arrangements for programme approval (that are delegated to the CEO) and programme effectiveness.

The Board met four times during the year, and the average attendance by its appointed Governors was 87% across the year. At each meeting the Board received and agreed reports that it was satisfied adequately represented the status of operations, risk, and financial management. Throughout the year, they monitored delivery of the Business Plan 2016-17.

Accountability within WFD during the year has been overseen and exercised through the Board and three sub committees, the Audit and Risk Assurance Committee, the Programme Quality Committee, and the Terms and Conditions Committee. Each of these sub-committees was active under the chairmanship of a different non-executive Board member and supported the Board's and my corporate Governor role.

The Audit and Risk Assurance Committee supports the Board to discharge its fiduciary, risk control and governance responsibilities by monitoring and providing advice to me in the exercise of my duties, and by promoting a climate of financial discipline and control within the organisation. The Committee performs the key role of reviewing and monitoring the systems of internal control and receives regular reports on the work and findings of the internal

and the external auditors. Minutes are prepared immediately following each meeting and provided to the Board, together with an annual report. The Committee agreed an overall audit plan for 2016-17 based on proposals made by WFD's internal audit service provider and was consistent with the existing three-year internal audit strategic plan. All the work was performed as planned.

The Programme Quality sub-committee serves to review the quality of WFD programmes and projects, and to help shape and monitor initiatives to strengthen the impact of WFD's work. During the year the Committee oversaw the move towards better strategic programming across WFD and this had demonstrated many areas of convergence between the programmes in terms of approach and areas of focus. The committee also wanted to ensure that the strategies were adaptive to changing circumstances. Having previously reviewed the annual strategic planning process the Committee also requested a review of forward approval of annual work plans.

The Terms and Conditions Committee assists the Board to discharge its responsibilities relative to the terms and conditions of employment of WFD staff. The Committee works with me in my role as the Chief Executive to set policies relating to terms and conditions of service, health and safety, and security, to monitor the application of these policies, and to ensure transparency and fairness in the application of these arrangements. Unless necessary, the Committee normally meets once per year and otherwise the Committee is kept regularly informed on matters relating to staff including relevant issues identified by the Audit and Risk Assurance Committee such as following-up on internal audit reports.

During the year in review the Board met on four occasions, the Audit and Risk Assurance Committee met on four occasions, the Terms and Conditions committee met once, and the Programme Quality Committee met on three occasions. The committee structures reporting through to the Board have been clearly defined and the terms of reference, membership, and reporting arrangements are reviewed annually.

The Governors' attendance at each of the meetings that they were entitled to attend during the year was as follows:

	Board Meetings	Audit & Risk Committee	Terms and Conditions Committee	Programme Quality Committee
Tasmina Ahmed-Sheikh MP	2/2		1/1	1/1
Rushanara Ali MP	3/4			1/3
Sir Henry Bellingham MP	4/4			
Kenneth Caldwell	3/4			3/3
Rt Hon Sir Jeffrey Donaldson MP	3/4			2/3
Rt Hon Dame Margaret Hodge MP	2/4	2/4		
Bronwen Manby	4/4	4/4		2/3
John Osmond	4/4	4/4		
Andrew Rosindell MP	4/4		1/1	
Rt Hon Alex Salmond MP	2/2			
Simon Walker	4/4	0/2		

## RISK ASSESSMENT

WFD's system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; as such, it can only provide reasonable and not absolute assurance of effectiveness. During the year WFD's income grew significantly and we acknowledge that this can also increase risk. That is why WFD took a number of steps during the year to increase capacity and manage these risks effectively. Taken together, the system of internal control has been in place at WFD throughout the year ended 31 March 2017 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance. The overall responsibility for the management of risk lies with me as Accounting Officer.

As referred to on page 27, the Board has identified the principal risks facing WFD in its work and grouped these under four headings: Programmes, Policy, Capability, and Governance.

Programme risks - these includes the risk that WFD suffers from the perception of political interference or of operating outside national laws, and the lack of public confidence if poor management leads to individual safety or security risk to staff, trainers, and delegates during its programmes. During the year WFD has reviewed and updated its security policies and guidance that covers staff, trainers, and other individuals that perform on WFD's activities. As part of this, more safety training of WFD staff visiting high risk countries has been implemented, and has included crisis management simulation exercises. In planning its programmes, WFD strives to demonstrate that it has a strong understanding of the policy context for democracy assistance, particularly assistance related to parliaments and political parties, in order to maintain the confidence of partners and funders.

Policy - this group captures the risks that WFD can lose support for its theory of change or its programme model if WFD fails to maintain impact and/or quality in its programmes and research publications. During the year WFD built on several initiatives launched in the previous year that are intended to strengthen WFD's reputation and understanding of WFD's model among political and professional groups and institutions.

Capability - these relate to maintaining appropriate staff capacity and ensuring effective support systems, particularly IT and financial controls. WFD needs to be able to manage its staff, skill-sets, and funds in a way that ensures value for money in its operations, and provides assurance of sound financial management of public funds.


Governance - these are identified as cross-cutting risks and are not specific to the above. They are concerned with loss of support from key stakeholders, particularly core funders, or with economic conditions that impact on funders' ability to maintain or grow support for WFD programmes. They include the risks of not addressing the recommendations from key external reviews. During the year, new initiatives to better engage externally have helped raise awareness of WFD meanwhile building on internal effectiveness has improved its cohesiveness and quality of programmes.

The WFD Board has the responsibility to ensure that robust systems of internal control and management are in place that are intended to identify and prioritise the risks to the achievement of WFD's policies, aims and objectives; to evaluate the likelihood of those risks being realised and the impact should they be realised; and to manage or mitigate them efficiently, effectively and economically.

A framework for risk control is provided by Risk Management Strategy and Risk Management Framework and one element is a Corporate Risk Register that is maintained by WFD for review by the Board at each of its meetings. The risk strategy covers risk identification and evaluation, the recording of risks and their control and review, and risk assurance, and defines accountability for risk mitigation including the structures for the management and ownership of risk. As part of risk management the Board has set out its risk appetite and communicated internally how it sees the company's approach to risk appetite. The Board has previously agreed its appetite levels for eight key risks and at its May 2017 meeting the Board reviewed each of these, making an alteration to assist application of its policy of zero-tolerance of corruption.

The Boards responsibility is supported through the sub-committees of the Board, each under the chairmanship of a non-executive Director, with appropriate membership or input from members of the Executive team. Risk is considered on the agenda at all meetings of the Audit and Risk Assurance Committee for them to review the action plans presented for each risk and the progress

made towards reducing risk to the tolerance level set on a risk-by-risk basis. During the year, a dedicated risk management group operated whose responsibilities were to ensure that improved risk management processes within programme and corporate teams were being sustained, to monitor WFD's risks and identify the top-level corporate risks, and to promote risk management activities and discussions including feedback systems. Following good progress towards its objectives the work of the group was subsequently transferred to a newly established Executive Management Committee that has continued to ensure a consistent focus on operational risk management. This includes staff training in the identification and management of risk in a way appropriate to their authority and duties, and a requirement that any new project and programme proposal includes a risk assessment and, following their approval, that risk registers are maintained and used for all major programmes.

 National Audit Office The significance and impact of identified risks is assessed and graded according to four measures, ranging between green, yellow, amber, and red. A red risk is a real or perceived immediate or sudden inability to deliver strategic objectives or to ensure the safety and security of staff. Amber risk is where there is a reasonable expectation of a material risk to the achievement of objectives or a heightened level of risk beyond what is acceptable to the security and safety of staff. The corporate risk register reports the current strategy for managing each risk, the relative strength of that risk control, and the net risk outcome - whether low, moderate, high, or severe.

During the year there continued to be no severe or high net risks identified. The risks considered to be moderate were: risk of public confidence being reduced because of lower expected impact of programming, or loss of support for WFD's programme model or poor quality programme management affecting WFD's professional credibility, the risk that IT systems do not enable effective management, and a risk of failure to demonstrate value for money. For each of these, action is underway to strengthen risk mitigation.

WFD regularly reports to the FCO and to DFID of its progress against WFD's Business Case for 2015-18 including the first annual report of progress that was approved by both FCO and DFID in June 2016, and a second annual report of progress towards the 2015-18 Business Case that has been submitted in June 2017 and approval is pending. The FCO and DFID have meanwhile each confirmed ongoing funding for 2017-18.

## REVIEW OF EFFECTIVENESS

As Accounting Officer, I have responsibility for reviewing and reporting the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and senior managers within WFD who have responsibility for the development and maintenance of the internal control framework, and by comments made by the external auditors in their annual management letter and other reports. I have been advised by the Board and by the Audit and Risk Assurance Committee on the implications of my review and a plan to address weaknesses and ensure continuous improvement of the system is in place.

We have established a framework of regular management information and administrative procedures, including the segregation of duties and a system of delegation and accountability. In particular, it includes:

- an Audit and Risk Assurance Committee that normally meets four times a year and reports to the Board of Governors regularly, including an Annual Report of the committee to the Board. The committee includes members with a range of audit and risk management experience. As well as monitoring an internal audit plan, the committee initiates a self-assessment review from time-to-time the most recent being in January 2017, and also follows an annual timetable covering its key responsibilities through the year;
- an Internal Audit Annual Report to the Audit and Risk Assurance Committee for 2016-17 included an overall opinion that, on the basis of the work performed, there was reasonable assurance that there is generally a sound system of internal control;
- comprehensive budgeting systems with an annual business plan and budget approved by the Board and reviewed and agreed by the Human Rights, Democracy and Governance Department of the FCO and Governance, Open Societies and Anti-corruption Team of DFID;
- Management Accounts reporting in detail on programme and project expenditure and overheads, each compared to budget, on any resource allocations, and with estimated full year outcome regularly updated. These are reviewed by the Audit and Risk Assurance Committee and approved by the Board.;
- setting of targets to measure financial and other performance;

- formal programme management disciplines in which all programme staff have been trained;
- a system of risk assessment and management throughout the organisation;
- periodic reports from the internal auditors to standards defined in the Government Internal Audit Standards;
- an independent triennial review, in line with Cabinet Office guidelines, by the FCO, as the sponsor department; the most recent being published on 12 March 2015.

Reports are also provided by me to the WFD's Board of Governors, to the Human Rights and Democracy Department of the FCO and to the Head of the Internal Audit Unit of the FCO.

## **INCIDENTS INVOLVING LOSS/ COMPROMISE OF PERSONAL DATA**

During the year 2016-17 there were no incidents involving the loss of inadequately protected equipment, devices, or paper documents, either from WFD premises or from outside locations. There were no incidents of insecure disposal of inadequately protected equipment, devices, or paper documents, nor any unauthorised disclosures. No incidents were reported to the Information Commissioner's office.

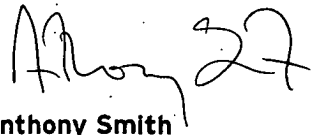
## INTERNAL AUDIT ACTIVITIES

WFD has an internal audit function provided by an independent firm of auditors which operates to standards defined in the Government Internal Audit Standards. The work of internal audit is informed by an analysis of the risks to which WFD is exposed. An internal audit strategic plan 2017-20 has been approved and forward annual internal audit plans are based on this. I am responsible for approval of the analysis of risk and internal audit plans. The Audit and Risk Assurance Committee reviews these plans and they are endorsed by WFD's Board of Governors. A rolling programme of internal audit agreed by the Audit and Risk Assurance Committee provides me with regular reports on internal audit activity in WFD. The Internal Auditors were able to provide an overall opinion of reasonable assurance that there is a generally sound system of internal control and that these controls are generally applied consistently.

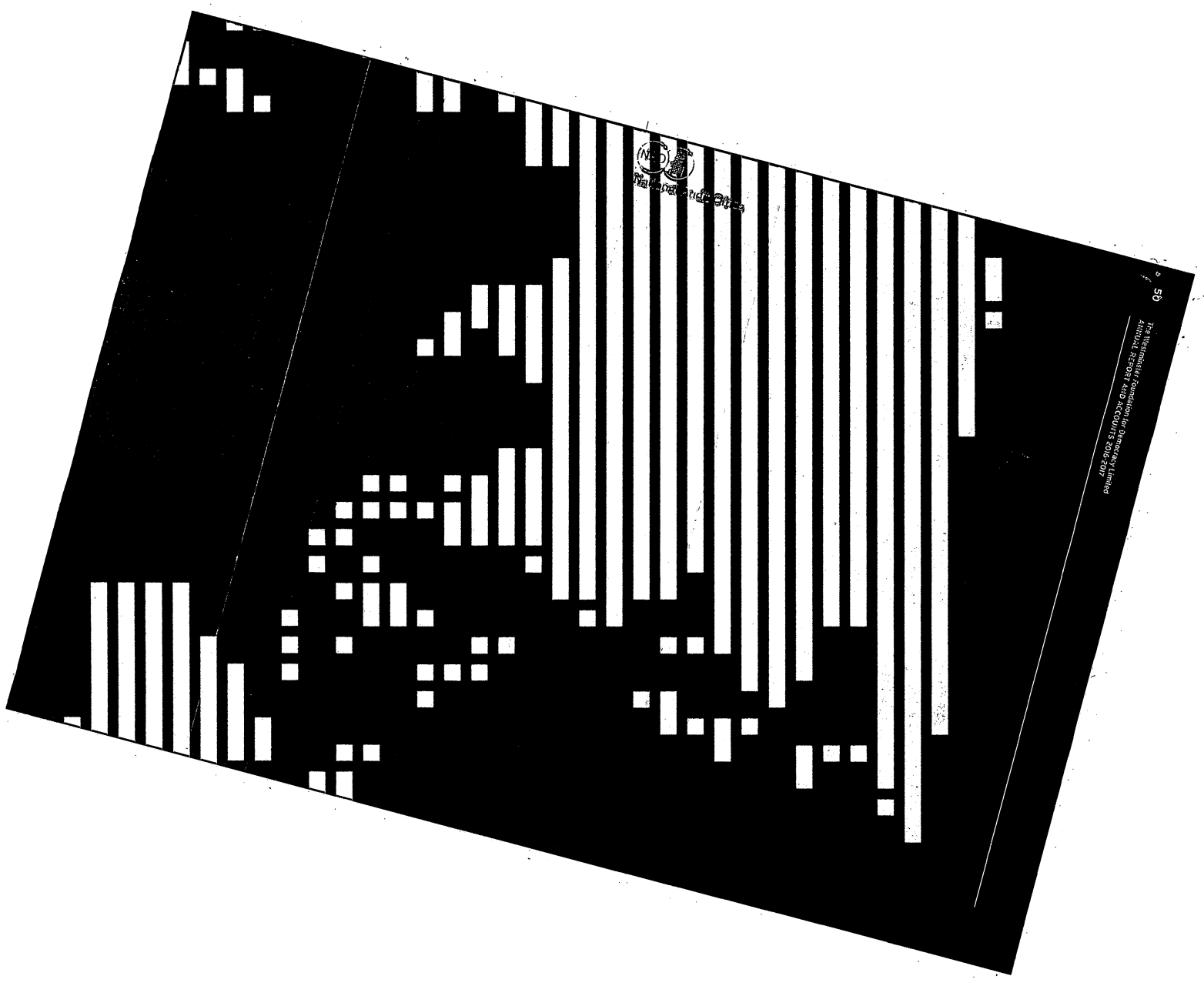
During 2016-17 the committee received eight internal audit reports covering the items in the Programme, and an update on previous reports. These concerned: Risk Management, Fraud Management, Tenders and Contracts, Programme Monitoring and Evaluation, Overseas office reports for Serbia and Kenya respectively, and Business Continuity. In each report, level of assurance is provided for the design of internal control framework and for the operational effectiveness of internal controls respectively. Assurance can range from substantial, through moderate, limited, and finally nil assurance. Each report normally contains detailed findings and when reported these are expressed either as having high, medium, or low significance.

Of the overall report opinions obtained eleven were moderate or substantial, one was limited and one provided nil assurance. The limited assurance related to the operational effectiveness of the approval process and corporate monitoring of programmes. Both these issues have been addressed by management during the year and more rigorous processes introduced. Nil assurance was obtained in report on business continuity planning which highlighted the known lack of formal planning and procedure then in place. Since the report a formal business continuity plan has been prepared and related procedures are being implemented.

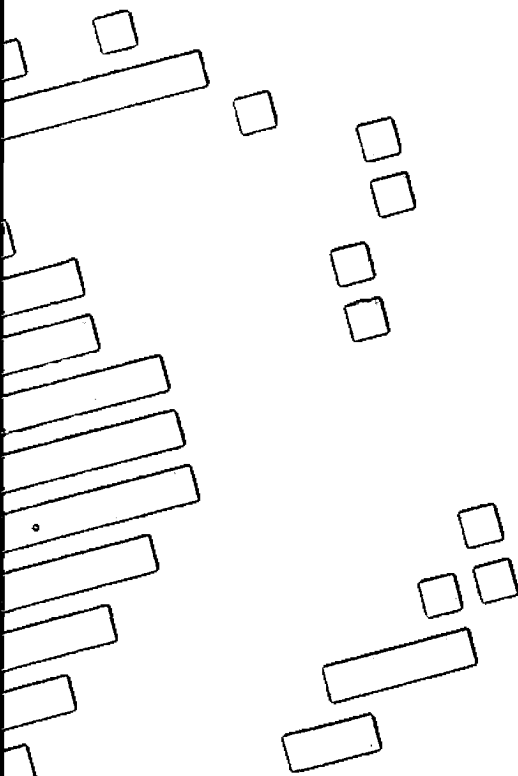
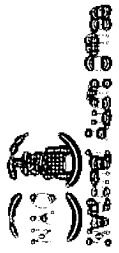
Overall, there was one finding of high significance, relating to business continuity planning, fourteen of medium significance and six of low significance, and senior management is working through a series of initiatives to ensure the recommendations are implemented as quickly as possible. Following a review by the internal auditors of recommendations made in prior year reports, substantial work had been done for forty-seven of the fifty recommendations that were followed-up, including thirty-seven that have now been fully implemented or have been superseded, and a further ten are in progress.



**Anthony Smith**  
Chief Executive and Accounting Officer  
7 July 2017



# THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE MEMBERS OF THE WESTMINSTER FOUNDATION FOR DEMOCRACY LTD





# THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE MEMBERS OF THE WESTMINSTER FOUNDATION FOR DEMOCRACY LTD

I certify that I have audited the financial statements of the Westminster Foundation for Democracy for the year ended 31 March 2017 under the Government Resources and Accounts Act 2000. The financial statements comprise the Statement of Comprehensive Net Expenditure, Statement of Financial Position, Statement of Cash Flows, Statement of Changes in Equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards as adopted by the European Union. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

## RESPECTIVE RESPONSIBILITIES OF THE DIRECTORS AND THE AUDITOR

As explained more fully in the Governor's and Accounting Officer's Responsibilities Statement, the Governors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Strategic Report, Governors' Report, Governance Statement and the part of the Remuneration Report that is not audited to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities that govern them.



## OPINION ON REGULARITY

*NLS*  
In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## OPINION ON FINANCIAL STATEMENTS

*NLS*  
In my opinion:

- NLS* • the financial statements give a true and fair view of the state of the company's affairs as at 31 March 2017 and of its net expenditure for the year then ended; and
- NLS* • the financial statements have been properly prepared in accordance with International Financial Reporting Standards as adopted by European Union; and
- the financial statements have been prepared in accordance with the Companies Act 2006.

## OPINION ON OTHER MATTERS

*NLS*  
In my opinion:

- NLS* • the part of the Remuneration Report to be audited has been properly prepared in accordance with the Government Financial Reporting Manual; and
- the information given in the Strategic and Governors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and these reports have been prepared in accordance with the applicable legal requirements; and
- In light of the knowledge and understanding of the the company and its environment obtained in the course of the audit, I have not identified any material misstatements in the Strategic Report or the Governors' Report.

## MATTERS ON WHICH I REPORT BY EXCEPTION

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

## REPORT

I have no observations to make on these financial statements.

*Amyas C E Morse*

**Sir Amyas C E Morse**  
Comptroller and Auditor General  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

*18<sup>th</sup> July 2017*







# ACCOUNTS

The Institute for Strategic Studies  
ANNUAL REPORT AND ACCOUNTS 2016/17

# STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2017

	Notes	Core Funds £	Corporate Funds £	31 March 2017 Total £	31 March 2016 Total £
<b>INCOME</b>					
European Union funding	2	135,810	-	135,810	143,609
Other funding	2	6,710,383	-	6,710,383	3,152,251
		<b>6,846,193</b>	<b>-</b>	<b>6,846,193</b>	<b>3,295,860</b>
<b>DIRECT EXPENDITURE</b>					
Projects	3	(8,074,377)	(4,120)	(8,078,497)	(4,893,058)
		<b>(1,228,184)</b>	<b>(4,120)</b>	<b>(1,232,304)</b>	<b>(1,597,198)</b>
<b>OTHER EXPENDITURE</b>					
Staff costs	4	(1,710,665)	-	(1,710,665)	(1,423,939)
Depreciation - owned assets	6	(18,574)	-	(18,574)	(8,323)
Property costs		(165,950)	-	(165,950)	(181,588)
Office consumables		(106,970)	-	(106,970)	(95,648)
IT & Systems expenses		(235,875)	-	(235,875)	(138,180)
Professional fees		(21,876)	-	(21,876)	(24,684)
Audit fee		(15,000)	-	(15,000)	(12,000)
		<b>(2,274,910)</b>	<b>-</b>	<b>(2,274,910)</b>	<b>(1,884,362)</b>
<b>NET OPERATING EXPENDITURE</b>		<b>(3,503,094)</b>	<b>(4,120)</b>	<b>(3,507,214)</b>	<b>(3,481,560)</b>
Interest receivable		94	-	94	204
<b>NET EXPENDITURE FOR THE YEAR</b>		<b>(3,503,000)</b>	<b>(4,120)</b>	<b>(3,507,120)</b>	<b>(3,481,356)</b>

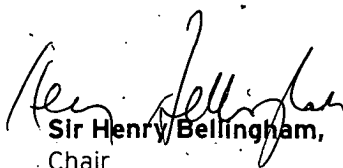
The result for the year arises from WFD's continuing operations.


# STATEMENT OF FINANCIAL POSITION AT 31 MARCH 2017

	Notes	£	31 March 2017 £	£	31 March 2016 £
<b>NON-CURRENT ASSETS</b>					
Equipment	6		44,981		22,602
<b>CURRENT ASSETS</b>					
Trade and other receivables	8	751,475		289,571	
Cash and cash equivalents:					
Core		1,137,287		968,480	
Corporate		10,559		14,678	
		<b>1,899,321</b>		<b>1,272,729</b>	
Trade and other payables: amounts falling due within one year	9	<b>(1,780,590)</b>		<b>(1,106,249)</b>	
<b>NET CURRENT ASSETS</b>			<b>118,731</b>		<b>166,480</b>
<b>PROVISION FOR LIABILITIES AND CHARGES</b>	10		-		<b>(18,250)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>163,712</b>		<b>170,832</b>
<b>FUNDS</b>					
Core	12		153,153		156,154
Corporate	12		10,559		14,678
			<b>163,712</b>		<b>170,832</b>

These accounts are exempt from the requirements of Part 16 of the Companies Act 2006 by virtue of section 482 (non-profit-making companies subject to public sector audit) of that Act.

The Accounts were approved and authorised for issue by the Board on 7 July 2017

  
Sir Henry Bellingham,  
Chair

  
Anthony Smith,  
Chief Executive and Accounting Officer

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11 JUL 2017

# STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2017

	Notes	31 March 2017 £	31 March 2016 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Net deficit after interest		(3,507,120)	(3,481,356)
Adjustment for depreciation	6	18,574	8,323
Decrease/(Increase) in trade and other receivables	8	(461,904)	(212,305)
Increase/(Decrease) in trade and other payables	9	674,341	514,291
Adjustment for provision	10	(18,250)	18,250
<b>Net cash outflow from operating activities</b>		<b>(3,294,359)</b>	<b>(3,152,797)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of equipment		(40,954)	(22,567)
<b>Net cash outflow from investing activities</b>		<b>(40,954)</b>	<b>(22,567)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Grant-in-aid from FCO		3,500,000	3,500,000
<b>Net financing</b>		<b>3,500,000</b>	<b>3,500,000</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS IN THE PERIOD</b>		<b>164,687</b>	<b>324,636</b>
Cash and cash equivalents at the beginning of the period		983,159	658,523
Cash and cash equivalents at the end of the period		1,147,846	983,159

National Audit Office

NAO

*investing*



# STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2017

	Core Funds £	Core Funds £	Total £
Balances at 31 March 2015	137,509	14,679	152,188
<b>CHANGES IN EQUITY 2015-16</b>			
<b>Net expenditure</b>	<b>(3,481,356)</b>	-	<b>(3,481,356)</b>
Total recognised Income and Expenditure 2015-16	(3,481,356)	-	(3,481,456)
Grant from FCO	3,500,000	-	3,500,000
Balances at 31 March 2016	156,153	14,679	170,832
<b>CHANGES IN EQUITY 2016-17</b>			
<b>Net expenditure</b>	<b>(3,503,000)</b>	<b>(4,120)</b>	<b>(3,507,120)</b>
Total recognised Income and Expenditure 2016-17	(3,503,000)	(4,120)	(3,507,120)
Grant from FCO	3,500,000	-	3,500,000
<b>Balances at 31 March 2017</b>	<b>153,153</b>	<b>10,559</b>	<b>163,712</b>

# NOTES TO FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

### 1.1 Basis of Accounting

These financial statements have been prepared in accordance with IFRS as applied in accordance with the provisions of the Companies Act 2006. The financial statements are prepared under the historical cost convention, and in accordance with those parts of the Government Financial Reporting Manual (FRM) that do not conflict with the Companies Act 2006. The format of the Statement of Comprehensive Net Expenditure (SoCNE) has been adapted from that prescribed by the Companies Act to better reflect the nature of WFD's activities.

### 1.2 Tangible Fixed Assets

All assets above £1,000 are brought onto the Statement of Financial Position (SoFP) at their fair value and all such tangible assets are owned in full. Depreciation is provided on all tangible assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life as follows:

Computer equipment: depreciate on straight line basis over 3 years.

Furniture and fittings: depreciate on straight line basis over 5 years

### 1.3 Leased Assets and Obligations

All leases are operating leases and the annual rentals are charged to the SoCNE on a straight line basis over the lease term.

### 1.4 Grants Receivables and Payable

In accordance with the FRM grant-in-aid received in the year is accounted for through the reserves in the year to which it relates.

Grants are recognised in the net expenditure account when the relevant conditions for the grant have been met. Other grants received in advance of expenditure are carried forward as deferred income and released to the net expenditure account in the period in which costs are incurred. Grants awarded but received after costs are incurred are accrued as income in the period in which the costs are incurred.

WFD has no liability for claims for grants that are not received by the end of the financial year. Other expenditure is charged to the net expenditure account on an accruals basis inclusive of irrecoverable VAT.

### 1.5 Funds

Funds represent the unspent balances of income received, for use by WFD in the future at its discretion. Extra-budgetary funds relate to grants received for specific purposes which may be spent only on those purposes.

### 1.6 Taxation

WFD is not liable to Corporation Tax on grants received, but is liable to tax on investment income.

### 1.7 Retirement Benefits

For defined contribution schemes the amount charged to the SoCNE in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the SoFP.

Pension benefits are provided by the Principal Civil Service Pension Scheme (PCSPS). The rate of the employers' contribution is determined by the Government Actuary and advised by the Treasury and contributions are charged to the SoCNE.

## 2. OTHER FUNDING<sup>13</sup>

	2017 £	2016 £
European Union	135,810	143,609
DFID	4,049,366	2,430,129
Joint DFID & FCO (Arab Partnership Fund)	454,362	338,867
Other FCO	1,839,653	101,000
Other UK Government	70,011	
Third party	296,991	282,255
	<b>6,846,193</b>	<b>3,295,860</b>

During the year DFID provided Accountable Grant funding of £3,250,000 (cumulatively £5,750,000) as part of its 3-year grant ending in March 2018, of which £3,220,388 was utilised in 2016-17. The remainder relates to deferred income as it has not yet been earned by WFD.

## 3. DIRECT EXPENDITURE ON WFD PROJECTS

	2017 £	2016 £
Parliamentary and integrated projects	5,387,761	2,801,918
Political parties' sponsored projects:		
Conservative Party	1,075,984	692,232
Labour Party	1,076,074	972,813
Liberal Democrats		307,400
Scottish National Party	199,846	
Multi parties <sup>14</sup>	306,986	103,367
	<b>8,046,651</b>	<b>4,877,730</b>
Travel and subsistence	27,726	15,327
	<b>8,074,377</b>	<b>4,893,057</b>

In the opinion of the Board, owing to the scale of activity there is a single segment of business activity which is strengthening pluralist democratic institutions, particularly political parties. The revenues reported are based on the management accounting information that formed the basis of these financial statements.

<sup>13</sup> The European Union and DFID require their funding to be listed separately in the accounts

<sup>14</sup> During the year Liberal Democrats were funded via Multi parties and the SNP received their funding directly

## 4. STAFF COSTS

	2017 £	2016 £
Wages and salaries	1,166,196	902,661
Temporary staff	162,400	84,312
Social security costs	120,041	83,844
Other pension costs	202,014	168,738
Recruitment and other staff costs	77,707	95,249
Voluntary exit costs*		74,821
Change in un-taken holiday entitlement	(17,693)	14,314
	<b>1,710,665</b>	<b>1,423,939</b>

Expenditure on WFD projects costs include overseas locally engaged staff £944,046 (2015-16 £564,830) and is included in Note 3.

The Governors did not receive any remuneration for their services however travel costs of £356 (2015-16: £503) were reimbursed in the year.

### Staff Numbers

	2017 No.	2016 No.
The average number of employees (excluding Governors and vacancies) during the year was:		
Permanent - UK	29.2	20.4
Temporary - UK	3.0	1.8
Overseas	44.9	27.7

### Pension Commitments

WFD previously made contributions to a defined contribution scheme, the Westminster Foundation for Democracy Pension Plan, the assets of which are held separately from the assets of WFD. The scheme ceased in May 2007 and all the assets have been distributed.

As a publicly-funded body listed in Schedule 1 to the Superannuation Act 1972, WFD is included in Civil Service pension arrangements. The Principal Civil Service Pension Scheme (PCSPS) is an unfunded, multi-employer defined benefit scheme and WFD is unable to identify its share of the underlying assets and liabilities. Details of the scheme can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice.gov.uk/pensions](http://www.civilservice.gov.uk/pensions)).

For 2016-17, employers' contributions of £158,607 were payable to the PCSPS (2015-16 £139,458) at one of three rates in the range 20.9% to 24.5% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2016-17 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can alternatively opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £30,300 were payable to two of the panel-appointed stakeholder pension providers (2015-16: £15,904). Employer contributions are age-related and range from 8.0% to 14.75% of pensionable pay. Employers can also match employee contributions up to 3% of pensionable pay. During the year contributions of £13,107 were also made to other personal money purchase pension schemes (2015-16: £13,376).

## 5. OTHER OPERATING CHARGES

	2017 £	2016 £
This includes:		
(Gain)/Loss on foreign exchange	(6,586)	(7,611)
Auditor's remuneration		
for audit work	15,000	12,000
non-audit work <sup>15</sup>	2,843	10,968
Operating lease rentals		
office equipment		
property leases	96,175	94,734

## 6. NON-CURRENT ASSETS

	Computer equipment £	Furniture and fittings £	Total £
<b>COST</b>			
At 1 April 2015	47,156	20,773	67,929
Additions	7,122	15,445	22,567
Disposals			
<b>At 31 March 2016</b>	<b>54,278</b>	<b>36,218</b>	<b>90,496</b>
At 1 April 2016	54,278	36,218	90,496
Additions	30,159	10,795	40,954
Disposals			
<b>At 31 March 2017</b>	<b>84,437</b>	<b>47,013</b>	<b>131,450</b>
<b>DEPRECIATION</b>			
At 1 April 2015	38,798	20,774	59,572
Charge for the year	4,462	3,861	8,323
Disposals			
<b>At 31 March 2016</b>	<b>43,260</b>	<b>24,635</b>	<b>67,895</b>
At 1 April 2016	43,260	24,635	67,895
Charge for the year	8,806	9,768	18,574
Disposals			
<b>At 31 March 2017</b>	<b>52,066</b>	<b>34,403</b>	<b>86,469</b>
<b>NET BOOK VALUE</b>			
<b>At 31 March 2017</b>	<b>32,371</b>	<b>12,610</b>	<b>44,981</b>
<b>At 31 March 2016</b>	<b>11,018</b>	<b>11,584</b>	<b>22,602</b>

## 7. FINANCIAL EXPOSURE

As the cash requirements of WFD are substantially met through grant-in-aid provided by the Foreign and Commonwealth Office, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body, and WFD is therefore little exposed to credit, liquidity, or market risk.

<sup>15</sup> for NAO's work as a partner organisation in the Sri Lanka and Morocco programmes

**8. TRADE RECEIVABLES AND OTHER CURRENT ASSETS**

	2017 £	2016 £
Deposits and advances	50,427	29,698
Trade receivables	289,990	107,158
Prepayments and Accrued Income	411,058	152,715
	<b>751,475</b>	<b>289,571</b>
Intra-Government funds included above		
Balances due from other central government bodies	500,784	155,690
Balances due from local authority bodies		
Balances due from bodies external to government	250,691	133,881
	<b>751,475</b>	<b>289,571</b>

**9. TRADE PAYABLES AND OTHER CURRENT LIABILITIES:  
AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2017 £	2016 £
Trade payables	854,578	514,027
Accruals and Deferred Income	926,012	592,222
	<b>1,780,590</b>	<b>1,106,249</b>
Intra-Government balances included above:		
Other central government bodies	283,349	167,615
Public corporations and trading funds		
Bodies external to government	1,497,241	938,634
	<b>1,780,590</b>	<b>1,106,249</b>

**10. PROVISIONS FOR LIABILITIES AND CHARGES**

	Dilapidations £
Balance at 1 April 2016	18,250
Adjustments in the year	(18,250)
<b>Balance at 31 March 2017</b>	<b>-</b>

From 1 April 2015, WFD has an operating lease in respect of Artillery Row which provides that either of the two parties can determine the lease at any time by giving not less than six months' notice or otherwise it will determine on 31 March 2018. A decision on relocating to other premises will be taken in 2017-18 and therefore the estimate for dilapidation costs has now been treated as a current liability and the provision released (2016 £18,250)

## 11. LEGAL STATUS

WFD is a company limited by guarantee, not having a share capital. The liability of the two members, being the Secretary of State for Foreign and Commonwealth Affairs and the Treasury Solicitor, is limited to £1 each.

## 12. FUNDS

	2017 Core £	2017 Corporate £	2017 Total £	2016 Total £
Non-current assets	44,981	-	44,981	22,602
Receivables	751,475	-	751,475	289,571
Cash and cash equivalents	1,137,287	10,559	1,147,846	983,158
Payables	(1,780,590)	-	(1,780,590)	(1,124,499)
	<b>153,153</b>	<b>10,559</b>	<b>163,712</b>	<b>170,832</b>

The balance of Corporate Funds at 31 March 2017 represents unspent corporate donation funds allocated for specific projects approved by the board. WFD has disclosed these funds separately in the financial statements to reflect their special characteristics.

## 13. OPERATING LEASES

At 31 March 2017 WFD had annual commitments under non-cancellable operating leases as follows:

	2017 £	2016 £
Land and buildings:		
Expiry date:		
Within one year	47,397	47,397
Between two and five years	0	0

## 14. CAPITAL COMMITMENTS

There were no capital commitments (2015-16: £ Nil).

## 15. LOSSES AND SPECIAL PAYMENTS

There are no losses or special payments reported within the Statement of Comprehensive Net Expenditure (2015-16 £Nil)

## 16. NON-TRADING TRANSACTIONS

In the course of 2016-17 WFD received donated third party funding of £222,944 unconnected to its programmes and acting as an agent disbursed these same funds within the year (2015-16 £29,767). The arrangement was agreed following satisfactory due diligence being performed, is ongoing, and is now scheduled to complete by June 2017.

## 17. GOING CONCERN

At the time of signing these financial statements the FCO has confirmed its ongoing commitment to providing core annual funding to WFD for 2017-18 at the level of £3.5 million and DFID have confirmed they remain committed to spend up to £9 million to support WFD over the three years 2015-2018, including £3.25 million in 2017-18. The Board has reviewed WFD's position based on known information and is satisfied that the grant-in-aid will continue to be adequate for its regular activity and that no adjustments to the financial statements are necessary. Approved and authorised for issue and signed on behalf of the Board in July 2017

## 18. RELATED PARTY TRANSACTIONS

Core funding of £3,500,000 was received from the Foreign and Commonwealth Office (FCO) as grant-in-aid plus a further £1,000,000 grant from their RBIS fund. In addition, funding of £583,867 was received from their Magna Carta funding and £255,786 was recognised as received from FCO Embassies during the year. Funding of £3,220,388 was received from the Department for International Development (DFID) in the form of an accountable grant in addition to other grants of £828,978. FCO and DFID also contributed £454,362 from jointly managed funds (Arab Partnership Fund). All related party transactions were made on terms equivalent to those that prevail in arm's length transactions.

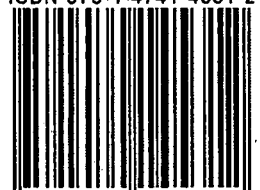


Westminster Foundation for Democracy  
Artillery House,  
11-19 Artillery Row,  
London SW1P 1RT,  
United Kingdom



National Audit Office

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# ***Overseas Private Investment Corporation***

## ***Financing and Insuring Investment in Emerging Markets***

***John F. Moran***

***Managing Director, Investment Development***

***OPIC***

OECD LCCR Investment Policy Framework

***Paris, France***

***November 7, 2011***

# Our Organization

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As the U.S. Government's development finance institution, OPIC mobilizes the participation of U. S. private capital to support sustainable economic development in emerging markets.



*Shading denotes  
OPIC-eligible countries*

***OPIC currently manages a \$13.5B portfolio of projects in over 150 countries and operates on a self-sustaining basis at no net cost to the American taxpayer.***

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# Our Clients and Alliances

OPIC partners with other U.S. government agencies and international partners to provide financing and risk mitigation products to a wide range of clients

## Current Clients

### Multinationals and Small/Medium Businesses



### Nonprofits and Impact Investors



## Strategic Alliances

### US Gov't

- Departments of State, Commerce, and Treasury
- USAID & USTDA
- Ex-Im Bank and SBA
- Millennium Challenge Corp.

### Development Finance Institutions

- IFC and MIGA
- Regional Development Banks (EBRD, IDB, ADB, EBRD)
- Bilaterals (CDC, FMO, DEG, Proparco, DFID)

### Other Partners

- Chambers of Commerce
- AmChams
- NGOs
- Financial Institutions



# Our Policy Standards

Investors and project proposals must satisfy certain policy criteria to receive OPIC financing

## Eligibility Criteria for Investors

*To be eligible for OPIC financing, applicants must:*

- ✓ Have a **commercially viable business plan** and successful track record
- ✓ Be **U.S. owned**
  - Loans: 25% U.S. ownership
  - Insurance: >50% U.S. ownership
  - Funds: managed by a U.S. manager or involve U.S. equity investment
- ✓ Maintain **private sector control** (<50% government ownership)

## Policy Standards for Projects

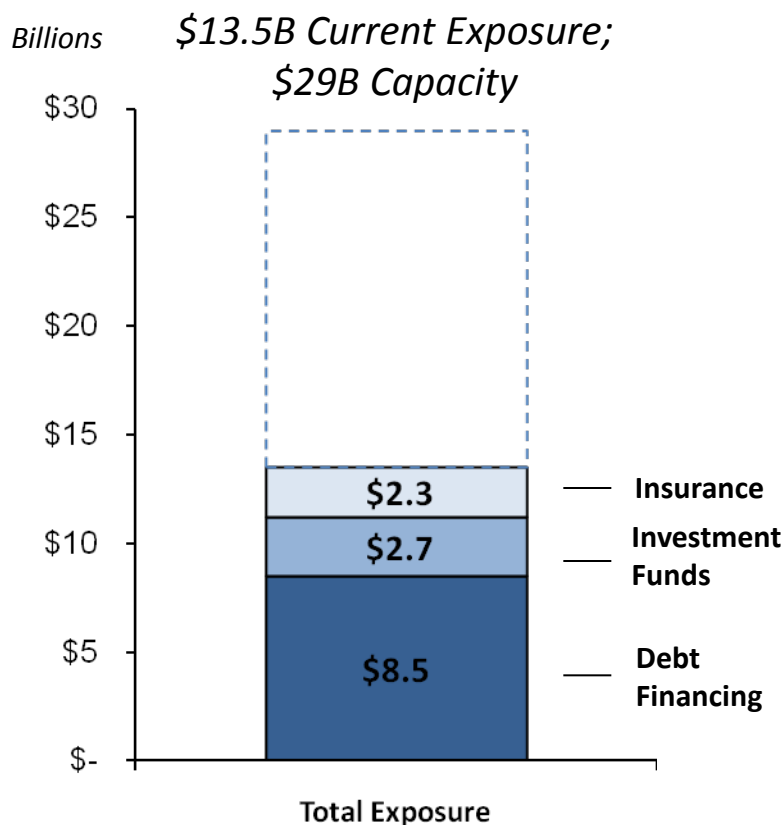
*OPIC supported projects must:*

- ✓ Contribute to **sustainable development** goals
- ✓ Be located in one of our **~150 eligible countries**
- ✓ Comply with international **environmental standards**
- ✓ Support international **human rights** and **worker rights** regulations
- ✓ Cause **no loss of U.S. jobs** or adverse impact on the U.S. economy

# OPIC's Current Portfolio

OPIC offers innovative financial solutions to support private investors, including debt financing, insurance, and investment funds

## Current Portfolio\*



## Products

### ■ Debt financing

- Large structured finance to small business loans
- Up to \$250M, fixed rate terms, up to 20 years

### ■ Insurance

- Coverage for expropriation, political violence, and currency inconvertibility
- Other insurance including regulatory risk, carbon credits

### ■ Investment funds

- Debt that is matched by privately raised equity to support funds investing in emerging markets

### ■ Other financial products

- Designs hybrid financial products to help private investors mitigate risk

# Recent OPIC Transactions and Initiatives



*OPIC has executed recent transactions in a range of sizes and countries*

- **Egypt /MENA:** Up to \$3B for investment in the Middle East and North Africa, aimed at enhancing opportunity and prosperity
- **Egypt:** \$250M for SME lending and \$300M in insurance for oil and gas project
- **MENA:** Up to \$675M re: approval of eight Funds that will invest in technology innovation and access involving local entrepreneurs
- **Costa Rica:** \$55M in financing for airport operations and expansion
- **India:** \$40.1M loan to build independent solar power plants in Punjab
- **Liberia:** \$ 90+M financing for biomass project for rubber trees
- **Africa/Eastern Europe:** \$250M finance facility – as well as insurance - to support clean energy/energy efficiency bottling projects, in Nigeria, Romania, Mali



# Global Renewable Resources Call for Proposals

## OPIC to Mobilize \$1 Billion to Assist Developing Nations in Combating Climate Change

- **At least \$300 million of financing for new private equity investment funds** that could ultimately invest **more than \$1 billion** in **renewable resources** projects in **emerging markets**
  - Announced at the [UN Climate Change Conference](#) in Cancun by OPIC CEO
- November 2010, OPIC issued a **“Global Renewable Resources Call for Proposals”** for **Private fund managers** investing in a wide variety of businesses promoting **renewable energy** and the **sustainable utilization of natural resources** such as energy, water, and land. Specifically,
  - *Renewable energy, e.g., solar, wind, hydro, tidal, geothermal power, waste and biomass*
  - *Investments in agriculture, land, and water, including efficient irrigation, cold storage, transportation, water treatment, sustainable forestry, natural resource preservation, and forest rehabilitation*
  - *Utilization of natural resources via investments in energy efficiency products, systems and equipment, emissions control, and waste management*
- Received fifty seven (57) proposals from broad range of fund managers and regions
- June 2011, OPIC Board approved five (5) new investment funds that could ultimately invest more than \$1.5 billion in renewable resources (including ag sectors) of Africa and Asia



# Companies House

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# THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED

Company number **02693163**

- [Officers](#)
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## Filter officers

Current officers

Apply filter

**95 officers / 83 resignations**

---

### NAISMITH, Paul John

Correspondence address **Little Stones The Common, Kinsbourne Green, Harpenden, Hertfordshire, AL5 3PD**

Role Active **Secretary**

Appointed on **10 January 2008**

Nationality **British**

Occupation **Company Director**

---

### ALI, Rushanara

Correspondence address **House, Of Commons, London, London, England, SW1A 0AA**

Role Active **Director**

Date of birth **March 1975**

Appointed on **30 January 2013**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Member Of Parliament**

---

### DONALDSON, Jeffrey Mark, Rt Hon

Correspondence address **Houses Of Parliament, Parliament Square, London, England, SW1A 0AA**

Role Active **Director**

Date of birth **December 1962**

Appointed on **6 July 2015**

Nationality **British**

Country of residence **Northern Ireland**

Occupation **Member Of Parliament**

---

## **GRADY, Patrick John**

Correspondence address **House Of Commons, Palace Of Westminster, Parliament Square, London, England, SW1A 0AA**

Role Active **Director**

Date of birth **February 1980**

Appointed on **24 March 2018**

Nationality **Scottish**

Country of residence **Scotland**

Occupation **Uk Member Of Parliament**

---

## **GRAHAM, Richard Michael John Ogilvie**

Correspondence address **House Of Commons, Parliament Square, London, England, SW1A 0AA**

Role Active **Director**

Date of birth **April 1958**

Appointed on **6 April 2018**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

## **HODGE, Margaret Eve, Dame**

Correspondence address **Houses Of Parliament, Parliament Square, London, England, SW1A 0AA**

Role Active **Director**

Date of birth **September 1944**

Appointed on **25 August 2015**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

## **HUGHES, Thomas Moir**

Correspondence address **Article 19, Free World Centre, 60 Farringdon Road, London, England, EC1R 3GA**

Role Active **Director**

Date of birth **February 1975**

Appointed on **24 April 2017**

Nationality **British**

Country of residence **England**

Occupation **Executive Director**

---

**INGLISH, Susan Clare**

Correspondence address **8th Floor Artillery House, Artillery Row, London, England, SW1P 1RT**

Role Active **Director**

Date of birth **August 1953**

Appointed on **25 April 2017**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Retired**

---

**NAISMITH, Paul John**

Correspondence address **8th Floor Artillery House, 11-19 Artillery Row, London, SW1P 1RT**

Role Active **Director**

Date of birth **November 1955**

Appointed on **24 June 2015**

Nationality **British**

Country of residence **England**

Occupation **Company Director**

---

**ROSINDELL, Andrew Richard**

Correspondence address **Houses Of Parliament, House Of Commons, London, England, SW1A 0AA**

Role Active **Director**

Date of birth **March 1966**

Appointed on **18 August 2010**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Member Of Parliament**

---

**SMITH, Anthony Donald Raymond**

Correspondence address **8th Floor Artillery House, 11-19 Artillery Row, London, SW1P 1RT**

Role Active **Director**

Date of birth **November 1958**

Appointed on **24 June 2015**

Nationality **British**

Country of residence **England**

Occupation **Company Director**

---

**WALKER, Simon Edward John**

Correspondence address **86 Brook Green, London, England, W6 7BD**

Role Active **Director**

Date of birth **May 1953**

Appointed on **7 December 2015**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Director General**

---

## **ALNERY INCORPORATIONS NO 1 LIMITED**

Correspondence address **9 Cheapside, London, EC2V 6AD**

Role Resigned **Nominee Secretary**

Appointed on **27 February 1992**

Resigned on **4 March 1992**

---

## **BLACKWELL, Valerie Angela**

Correspondence address **Tob House, Lycrome Road, Chesham, Buckinghamshire, HP5 3LQ**

Role Resigned **Secretary**

Appointed on **15 July 2002**

Resigned on **28 May 2003**

---

## **CHUDLEIGH, Susan Anne**

Correspondence address **23 Allison Close, London, SE10 8AZ**

Role Resigned **Secretary**

Appointed on **31 July 1992**

Resigned on **1 July 2003**

---

## **LANE, Gordon Robert**

Correspondence address **2d Wolseley Road, London, N8 8RP**

Role Resigned **Secretary**

Appointed on **1 July 2003**

Resigned on **24 May 2005**

---

## **LEACH, Michael**

Correspondence address **17 Pandora Court, Surbiton, Surrey, KT6 6DJ**

Role Resigned **Secretary**

Appointed on **4 March 1992**

Resigned on **31 July 1992**

---

## **MACKAY, Hilary Diana**

Correspondence address **24d Trebovir Road, London, SW5 9NJ**

Role Resigned **Secretary**

Appointed on **24 February 2000**

Resigned on **24 February 2000**

Nationality **British**

Occupation **Finance And Project Manager**

---

## **RAINFORD, Robert**

Correspondence address **62 Michelham Gardens, Twickenham, Middlesex, TW1 4SB**

Role Resigned **Secretary**

Appointed on **24 May 2005**

Resigned on **10 January 2008**

Nationality **British**

---

## **AARONSON, Michael John**

Correspondence address **Dingley Dell Glaziers Lane, Normandy, Guildford, Surrey, GU3 2EB**

Role Resigned **Director**

Date of birth **September 1947**

Appointed on **19 October 2001**

Resigned on **18 October 2007**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Director General**

---

## **ABDELA, Lesley Julia**

Correspondence address **46 Portland Place, London, W1N 3DG**

Role Resigned **Director**

Date of birth **November 1945**

Appointed on **25 June 1996**

Resigned on **27 January 1997**

Nationality **British**

Occupation **Senior Partner**

---

## **AHMED-SHEIKH, Tasmina**

Correspondence address **Houses Of Parliament, Paliament Square, London, England, SW1A 0AA**

Role Resigned **Director**

Date of birth **October 1970**

Appointed on **14 October 2016**

Resigned on **28 June 2017**

Nationality **British**

Country of residence **Scotland**

Occupation **Member Of Parliament**

---

**ALAM, Haji Saghir**

Correspondence address **27 Shafton Road, Moorgate, Rotherham, South Yorkshire, S60 3JG**

Role Resigned **Director**

Date of birth **October 1969**

Appointed on **17 October 2007**

Resigned on **16 October 2010**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Lawyer And Mediator**

---

**ALNERY INCORPORATIONS NO 1 LIMITED**

Correspondence address **9 Cheapside, London, EC2V 6AD**

Role Resigned **Nominee Director**

Appointed on **27 February 1992**

Resigned on **4 March 1992**

---

**ARBUTHNOT, James Norwich, The Rt Hon**

Correspondence address **58 Ifield Road, London, SW10 9AD**

Role Resigned **Director**

Date of birth **August 1952**

Appointed on **3 May 2004**

Resigned on **12 August 2005**

Nationality **British**

Occupation **Mp**

---

**ARMSTRONG, Hilary Jane, Rt Hon**

Correspondence address **50 Broadway, London, United Kingdom, SW1H 0BL**

Role Resigned **Director**

Date of birth **November 1945**

Appointed on **21 April 2009**

Resigned on **21 April 2012**

Nationality **British**

Country of residence **England**

Occupation **Uk Member Of Parliament**

---

**ASHWORTH, Georgina Teresa**

Correspondence address **The Old Forge Cottage Petworth Road, Chiddingfold, Godalming, Surrey, GU8 4TY**

Role Resigned **Director**

Date of birth **December 1942**

Appointed on **22 May 1998**

Resigned on **21 May 2007**

Nationality **British**

Occupation **Ngo Director**

---

## **BAYLEY, Hugh Nigel Edward, Sir**

Correspondence address **9 Holly Terrace, York, North Yorkshire, YO10 4DS**

Role Resigned **Director**

Date of birth **January 1952**

Appointed on **14 October 2005**

Resigned on **27 February 2009**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Mp**

---

## **BELLINGHAM, Henry Campbell, Sir**

Correspondence address **House, S Of Parliament, Westminster, London, England, SW1A 2AA**

Role Resigned **Director**

Date of birth **March 1955**

Appointed on **3 September 2013**

Resigned on **6 April 2018**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

## **BEWSHER, James Robert**

Correspondence address **113 Redston Road, London, N8 7HG**

Role Resigned **Director**

Date of birth **May 1952**

Appointed on **18 November 2003**

Resigned on **18 November 2012**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Management Consultant**

---

## **BRADY, Graham Stuart**

Correspondence address **1 The Narrows, Altrincham, Cheshire, WA14 2AE**

Role Resigned **Director**

Date of birth **May 1967**

Appointed on **2 July 2009**

Resigned on **9 July 2010**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

## **BRAKE, Thomas Anthony**

Correspondence address **109 Blenheim Gardens, Wallington, Surrey, SM6 9PU**

Role Resigned **Director**

Date of birth **May 1962**

Appointed on **25 April 2006**

Resigned on **9 December 2008**

Nationality **British**

Occupation **Mp**

---

## **CALDWELL, Kenneth Mathieson**

Correspondence address **Glebe Cottage, Rectory Lane, Buckland, Betchworth, Surrey, England, RH3 7BL**

Role Resigned **Director**

Date of birth **April 1955**

Appointed on **17 July 2013**

Resigned on **24 April 2017**

Nationality **British**

Country of residence **England**

Occupation **Charity Consultancy**

---

## **CAMPBELL, Walter Menzies, The Rt Hon Sir**

Correspondence address **9 Lynedoch Place, Edinburgh, Scotland, EH3 7PX**

Role Resigned **Director**

Date of birth **May 1941**

Appointed on **7 July 1997**

Resigned on **9 December 1997**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Advocate And Mp**

---

## **CLARKE, Lord**

Correspondence address **83 Orchard Drive, Park Street, St Albans, Hertfordshire, AL2 2QH**

Role Resigned **Director**

Date of birth **April 1932**

Appointed on **4 March 1992**

Resigned on **27 April 1998**



7/1/2018

THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED - Officers (free information from Companies House)

Nationality **British**

Occupation **Trade Union Officer**

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# THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED

Company number **02693163**

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## Filter officers

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## 95 officers / 83 resignations

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### D'SOUZA, Frances Clare, Rthon Baroness

Correspondence address **Long Barn, Idbury, Chipping Norton, Oxfordshire, OX7 6RU**

Role Resigned **Director**

Date of birth **April 1944**

Appointed on **29 December 1999**

Resigned on **27 September 2007**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Writer And Consultant**

---

### DUCKWORTH, Nicola Anne

Correspondence address **9 Abbey Court, Cerne Abbas, Dorchester, Dorset, DT2 7JH**

Role Resigned **Director**

Date of birth **September 1954**

Appointed on **3 July 2000**

Resigned on **2 July 2003**

Nationality **British**

Occupation **Researcher**

---

### DUNNE, Philip Martin

Correspondence address **Trippleton House, Leintwardine, Craven Arms, Shropshire, SY2 0LZ**

Role Resigned **Director**

Date of birth **August 1958**

Appointed on **8 August 2008**

Resigned on **9 July 2010**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Mp**

---

## **EWING, Margaret Anne**

Correspondence address **Burns Cottage, Tullochs Bray, Lossiemouth, Morayshire, TV31 6QY**

Role Resigned **Director**

Date of birth **September 1945**

Appointed on **4 March 1992**

Resigned on **18 January 1998**

Nationality **British**

---

## **FAHM, Susannah Tina**

Correspondence address **26 School Lane, Bricket Wood, Hertfordshire, AL2 3XT**

Role Resigned **Director**

Date of birth **August 1961**

Appointed on **15 August 2005**

Resigned on **14 August 2014**

Nationality **British**

Country of residence **England**

Occupation **Managing Director**

---

## **FARREN, Sean, Dr**

Correspondence address **3 Mill Square, Lissadell Avenue, Portstewart, County Londonderry, BT55 7TB**

Role Resigned **Director**

Date of birth **September 1939**

Appointed on **9 September 2008**

Resigned on **3 October 2011**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Academic**

---

## **FOSTER, Donald Michael Ellison**

Correspondence address **Myrtle Cottage, Northend, Batheaston, Bath, Somerset, England, BA1 8ES**

Role Resigned **Director**

Date of birth **March 1947**

Appointed on **16 July 2010**

Resigned on **5 September 2012**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

## **FOULKES, George, Lord**

Correspondence address **The Cottage, Barclay, Maybole, KA19 7PE**

Role Resigned **Director**

Date of birth **January 1942**

Appointed on **4 August 2006**

Resigned on **31 March 2013**

Nationality **British**

Country of residence **Scotland**

Occupation **Consultant**

---

## **FRANK, Peter, Prof**

Correspondence address **1 Victoria Road, Colchester, Essex, CO3 3NT**

Role Resigned **Director**

Date of birth **May 1934**

Appointed on **4 March 1992**

Resigned on **3 July 2000**

Nationality **British**

Occupation **University Teacher**

---

## **GAPES, Michael John**

Correspondence address **65 Coventry Road, Ilford, Essex, IG1 4QT**

Role Resigned **Director**

Date of birth **September 1952**

Appointed on **20 August 2002**

Resigned on **19 August 2005**

Nationality **British**

Occupation **M P**

---

## **GARTON ASH, Timothy**

Correspondence address **St Antonys College, Oxford, OX2 6JF**

Role Resigned **Director**

Date of birth **May 1955**

Appointed on **4 March 1992**

Resigned on **21 May 2001**

Nationality **British**

---

## **GASCOYNE CECIL, Robert Michael James**

Correspondence address **The Manor House, Wimborne Street Cranborne, Wimborne, Dorset, BH21 5PP**

Role Resigned **Director**

Date of birth **September 1946**

Appointed on **9 March 1992**

Resigned on **30 April 1992**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Landowner**

---

## **GLEN, John Philip**

Correspondence address **Sycamore House, Lane End, Crowmarsh Gifford, Wallingford, Oxfordshire, England, OX10 8DG**

Role Resigned **Director**

Date of birth **April 1974**

Appointed on **6 September 2011**

Resigned on **31 March 2013**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Member Of Parliament**

---

## **GOWING, Nicholas Keith**

Correspondence address **51 Westmoreland Road, Barnes, London, SW13 9RZ**

Role Resigned **Director**

Date of birth **January 1951**

Appointed on **25 June 1996**

Resigned on **24 June 2005**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Tv Presenter**

---

## **HAMILTON, Archibald Gavin, The Right Honourable Sir**

Correspondence address **Snowdenham House, Snowdenham Lane Bramley, Guildford, Surrey, GU5 0DB**

Role Resigned **Director**

Date of birth **December 1941**

Appointed on **5 July 1993**

Resigned on **17 February 1999**

Nationality **British**

Occupation **Member Of Parliament**

---

**HOON, Geoffrey William**

Correspondence address **5 Hawthorne Avenue, Breaston, Derby, DE72 3BL**

Role Resigned **Director**

Date of birth **December 1953**

Appointed on **11 April 1994**

Resigned on **1 May 1997**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

**HOWE OF IDLICOTE, Baroness (Elspeth Morton)**

Correspondence address **6 Glengall Terrace, London, SE15**

Role Resigned **Director**

Date of birth **February 1932**

Appointed on **4 March 1992**

Resigned on **4 March 1996**

Nationality **British**

---

**JOHNSTON, Russell, Sir**

Correspondence address **611 Keyes House, London, SW1V 3NB**

Role Resigned **Director**

Date of birth **July 1932**

Appointed on **4 March 1992**

Resigned on **7 July 1997**

Nationality **British**

Occupation **Member Of Parliament**

---

**JONES, Ieuan Wyn**

Correspondence address **Ty Newydd, Rhosmeirch, Llangefni, Gwynedd, LL77 7RZ**

Role Resigned **Director**

Date of birth **May 1949**

Appointed on **9 January 1998**

Resigned on **11 December 2000**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Member Of Parliament**

---

**JONES, Kenneth James**

Correspondence address **21 Inverness Mews, North Woolwich, London, E16 2SP**

Role Resigned **Director**

Date of birth **February 1960**

Appointed on **17 October 2007**

Resigned on **31 March 2013**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Management Consultant**

---

## **KALDOR, Mary Henrietta, Professor**

Correspondence address **Flat 14 35 Sussex Square, Brighton, East Sussex, BN2 5AD**

Role Resigned **Director**

Date of birth **March 1946**

Appointed on **7 July 1997**

Resigned on **6 July 2006**

Nationality **British**

Country of residence **United Kingdom**

Occupation **University Reader**

---

## **KIRKWOOD OF KIRKHOPE, Lord**

Correspondence address **Rose Lodge, Ettrickbridge, Selkirk, Selkirkshire, TD7 5JN**

Role Resigned **Director**

Date of birth **April 1946**

Appointed on **22 May 1998**

Resigned on **11 January 2002**

Nationality **British**

Occupation **Member Of Parliament**

---

## **KNIGHTS, Christine Elizabeth**

Correspondence address **4 Penny Lane, Easingwold, North Yorkshire, YO61 3RR**

Role Resigned **Director**

Date of birth **October 1959**

Appointed on **17 October 2007**

Resigned on **16 October 2010**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Consultant**

---

## **LAIRD, Gavin Harry, Sir**

Correspondence address **9 Cleveden House, Holmbury Park, Bromley, Kent, BR1 2WG**

Role Resigned **Director**

Date of birth **March 1933**

Appointed on **4 March 1992**

Resigned on **4 March 1996**

Nationality **British**

Occupation **Trade Union General Secretary**

---

## **LAND, Ralph Richard**

Correspondence address **27 Alder Lodge, London, SW6 6NP**

Role Resigned **Director**

Date of birth **October 1928**

Appointed on **4 March 1992**

Resigned on **27 April 1998**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Consultant**

---

## **LIDINGTON, David Roy, The Right Honorable**

Correspondence address **71 The Retreat, Princes Risborough, Buckinghamshire, HP27 0JQ**

Role Resigned **Director**

Date of birth **June 1956**

Appointed on **8 April 2008**

Resigned on **9 July 2010**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

## **LLWYD, Elfyn**

Correspondence address **Glandwr, Llanuwchllyn, Bala, Gwynedd, LL23 7TW**

Role Resigned **Director**

Date of birth **September 1951**

Appointed on **24 August 2001**

Resigned on **19 April 2005**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Barrister Member Of Parliament**

---

## **MAIN, Anne Margaret**

Correspondence address **25 Brownswood Road, Beaconsfield, Buckinghamshire, England, HP9 2NU**

Role Resigned **Director**

Date of birth **May 1957**



Appointed on **5 August 2010**

Resigned on **30 March 2011**

Nationality **British**

Country of residence **England**

Occupation **Uk Member Of Parliament**

---

## **MANBY, Nonie Bronwen**

Correspondence address **89 Culford Road, London, United Kingdom, N1 4HL**

Role Resigned **Director**

Date of birth **April 1963**

Appointed on **21 February 2011**

Resigned on **23 February 2017**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Senior Programme Advisor**

---

## **MCKECHIN, Ann**

Correspondence address **5 Loudon Terrace, Glasgow, Scotland, G12 9AQ**

Role Resigned **Director**

Date of birth **April 1961**

Appointed on **12 June 2012**

Resigned on **12 June 2015**

Nationality **British**

Country of residence **Scotland**

Occupation **Uk Member Of Parliament**

---

## **MERRON, Gillian Joanna**

Correspondence address **Flat 4 Somerby House, 8 Lindum Terrace, Lincoln, Lincolnshire, LN2 5RS**

Role Resigned **Director**

Date of birth **April 1959**

Appointed on **6 July 1998**

Resigned on **2 February 2001**

Nationality **British**

Occupation **Mp**

---

## **MOORE, Michael Kevin**

Correspondence address **Wells Brae Cottage, Innerleithen, Peeblesshire, EH44 6HR**

Role Resigned **Director**

Date of birth **June 1965**

Appointed on **31 January 2002**

Resigned on **8 November 2005**

Nationality **British**

Occupation **Member Of Parliament**

---

## **MUNN, Margaret Patricia**

Correspondence address **11 Regent Gardens, Barnsley, South Yorkshire, United Kingdom, S70 2LY**

Role Resigned **Director**

Date of birth **August 1959**

Appointed on **20 October 2008**

Resigned on **30 September 2012**

Nationality **British**

Country of residence **United Kingdom**

Occupation **UK Member Of Parliament**

---

## **NICHOLLS, Patrick**

Correspondence address **Glebe House Farringdon, Devon, Exeter, Devon, EX5 2HY**

Role Resigned **Director**

Date of birth **November 1948**

Appointed on **1 June 1992**

Resigned on **5 July 1993**

Nationality **British**

Occupation **Member Of Parliament**

---

## **OSMOND, Anthony John**

Correspondence address **Foremans Cottage, Ardenrun, Tandridge Lane, Lingfield, Surrey, United Kingdom, RH7 6LN**

Role Resigned **Director**

Date of birth **February 1952**

Appointed on **22 February 2011**

Resigned on **25 April 2017**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Company Director**

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# Companies House

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# THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED

Company number **02693163**

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**95 officers / 83 resignations**

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### **PAGE, Richard Lewis**

Correspondence address **Brook Cottage, Gomshall, Surrey, GU5 9NZ**

Role Resigned **Director**

Date of birth **February 1941**

Appointed on **30 September 1997**

Resigned on **21 February 2000**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Member Of Parliament**

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### **PINTO-DUSCHINSKY, Michael, Dr**

Correspondence address **92 Hamilton Road, Oxford, Oxfordshire, OX2 7QA**

Role Resigned **Director**

Date of birth **June 1943**

Appointed on **4 March 1992**

Resigned on **27 April 1998**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Senior Lecturer**

---

### **ROBERTSON, George Islay Macneill, Lord**

Correspondence address **3 Argyle Park, Dunblane, Perthshire, FK15 9DZ**

Role Resigned **Director**

Date of birth **April 1946**

Appointed on **4 March 1992**

Resigned on **17 February 1994**

Nationality **British**

---

## **ROBERTSON, Hugh Michael, Rt. Hon Sir**

Correspondence address **Linden House, Broad Street Sutton Valence, Maidstone, Kent, ME17 3AJ**

Role Resigned **Director**

Date of birth **October 1962**

Appointed on **8 December 2005**

Resigned on **21 July 2008**

Nationality **British**

Country of residence **England**

Occupation **Mp**

---

## **ROGAN OF LOWER WEAGH, The Lord**

Correspondence address **31 Notting Hill, Belfast, County Antrim, BT9 5NS**

Role Resigned **Director**

Date of birth **June 1942**

Appointed on **19 April 2005**

Resigned on **21 March 2008**

Nationality **British**

Occupation **Co Director**

---

## **ROSS, Ernest**

Correspondence address **210 Tweed Crescent, Dundee, Scotland, DD2 4DR**

Role Resigned **Director**

Date of birth **July 1942**

Appointed on **15 January 1996**

Resigned on **31 August 2002**

Nationality **British**

Occupation **Member Of Parliament**

---

## **SAINSBURY, Timothy Alan Davan, The Rt Hon Sir**

Correspondence address **86 Vincent Square, London, SW1P 2PG**

Role Resigned **Director**

Date of birth **June 1932**

Appointed on **16 January 1995**

Resigned on **14 May 1997**

Nationality **British**

Occupation **Member Of Parliament**

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## **SALMOND, Alexander Elliot Anderson**

Correspondence address **House Of Commons, Parliament Square, London, England, SW1A 0AA**

Role Resigned **Director**

Date of birth **December 1954**

Appointed on **21 July 2015**

Resigned on **14 October 2016**

Nationality **Scottish**

Country of residence **Scotland**

Occupation **Member Of Scottish Parliament, Member Of Parliamen**

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## **SMITH, Elizabeth Jean**

Correspondence address **12 Highbury Terrace, London, N5 1UP**

Role Resigned **Director**

Date of birth **August 1936**

Appointed on **22 May 1998**

Resigned on **14 March 2001**

Nationality **British**

Country of residence **England**

Occupation **Broadcasting Executive**

---

## **SMITH, Patrick Nigel**

Correspondence address **Flat 3 8 Linden Gardens, London, W2 4ES**

Role Resigned **Director**

Date of birth **May 1953**

Appointed on **19 October 2001**

Resigned on **11 January 2005**

Nationality **British**

Country of residence **England**

Occupation **Editor**

---

## **SPELMAN, Caroline Alice**

Correspondence address **Barn Close, Windmill Lane, Dorridge, Solihull, West Midlands, B93 8PZ**

Role Resigned **Director**

Date of birth **May 1958**

Appointed on **26 November 2001**

Resigned on **13 May 2004**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Mp**

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### **SPICER, James, Sir**

Correspondence address **12 Saint Mary Le Park Court, Parkgate Road, London, SW11 4PJ**

Role Resigned **Director**

Date of birth **October 1925**

Appointed on **4 March 1992**

Resigned on **7 July 1997**

Nationality **British**

Occupation **Member Of Parliament**

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### **SPRING, Richard John Grenville**

Correspondence address **124 Cambridge Street, London, SW1V 4LF**

Role Resigned **Director**

Date of birth **September 1946**

Appointed on **14 June 2000**

Resigned on **11 June 2009**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Mp**

---

### **STREETER, Gary Nicholas**

Correspondence address **Old Newnhams Farm, Old Newnhams Farm, Plympton, Plymouth, England, PL7 5BL**

Role Resigned **Director**

Date of birth **October 1955**

Appointed on **9 August 2010**

Resigned on **3 September 2013**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

---

### **STREETER, Gary Nicholas**

Correspondence address **Old Newnham Farm, Plymouth, Devon, PL7 5BL**

Role Resigned **Director**

Date of birth **October 1955**

Appointed on **27 October 2005**

Resigned on **11 March 2008**

Nationality **British**

Country of residence **England**

Occupation **Mp**

---

## **STREETER, Gary Nicholas**

Correspondence address **Old Newnham Farm, Plymouth, Devon, PL7 5BL**

Role Resigned **Director**

Date of birth **October 1955**

Appointed on **7 July 1997**

Resigned on **5 October 2001**

Nationality **British**

Country of residence **England**

Occupation **Mp**

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## **STUART, Gisela Gschaider, Rt Hon Ms**

Correspondence address **68 The Drive, Powick, Worcestershire, WR2 4SA**

Role Resigned **Director**

Date of birth **November 1955**

Appointed on **5 December 2001**

Resigned on **9 October 2008**

Nationality **British**

Country of residence **United Kingdom**

Occupation **Member Of Parliament**

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## **STUNELL, Robert Andrew**

Correspondence address **House, Of Commons, Parliament Square, London, England, SW1A 0AA**

Role Resigned **Director**

Date of birth **November 1942**

Appointed on **27 January 2013**

Resigned on **21 July 2015**

Nationality **British**

Country of residence **England**

Occupation **Member Of Parliament**

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## **SWINSON, Joanne Kate**

Correspondence address **35 Elderbank, Bearsden, Glasgow, United Kingdom, G61 1ND**

Role Resigned **Director**

Date of birth **February 1980**

Appointed on **14 January 2009**

Resigned on **24 June 2010**

Nationality **British**

Country of residence **Scotland**

Occupation **Uk Member Of Parliament**

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## **TAYLOR, Ian Colin**

Correspondence address **7 Cooperage, Regents Bridge Gardens, London, SW8 1JR**

Role Resigned **Director**

Date of birth **April 1945**

Appointed on **1 June 1992**

Resigned on **2 August 1994**

Nationality **British**

Occupation **Member Of Parliament**

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## **TONGUE, Carole**

Correspondence address **123 Richmond Avenue, London, N1 0LR**

Role Resigned **Director**

Date of birth **October 1955**

Appointed on **4 March 1992**

Resigned on **10 February 1995**

Nationality **British**

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## **TREND, Michael St John**

Correspondence address **5 Claremont Road, Windsor, Berkshire, SL4 3AX**

Role Resigned **Director**

Date of birth **April 1952**

Appointed on **30 June 1999**

Resigned on **29 June 2005**

Nationality **British**

Occupation **Member Of Parliament**

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## **WICKSTEAD, Myles Antony**

Correspondence address **4 The Manor House, Norton Sub Hamdon, Stoke Sub Hamdon, Somerset, TA14 6SJ**

Role Resigned **Director**

Date of birth **February 1951**

Appointed on **6 August 2005**

Resigned on **17 February 2012**

Nationality **British**

Country of residence **England**

Occupation **Consultant**

---

## **WISHART, Peter**



Correspondence address **2 Kinnaird Bank, Perth, Perthshire, Scotland, PH2 0DH**

Role Resigned **Director**

Date of birth **March 1962**

Appointed on **3 October 2011**

Resigned on **31 May 2015**

Nationality **British**

Country of residence **Great Britain**

Occupation **Member Of Parliament**

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## **THE WESTMINSTER FOUNDATION FOR DEMOCRACY LIMITED**

Correspondence address **Artillery House, Artillery Row, London, SW1P 1RT**

Role Resigned **Director**

Appointed on **2 July 2009**

Resigned on **2 July 2009**

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