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5 January 2024

Dear Sarah,

Follow-up to IDC session on the FCDO's Annual Report and Accounts 22–23

Thank you for the opportunity to give evidence to your committee on 5 December and for your follow-up letter of 19 December setting out the topics on which we promised to write.

1. **Could you please provide the Committee with the organogram described in the evidence session, setting out the reporting structure within the FCDO and including all Senior Civil Servants (with names of posts and names of more senior individuals)? Could you also provide a breakdown of the composition of Heads of Missions and Ambassadors, both in terms of gender and from which legacy Department they were from (or which specialism they have, if they were recruited after the merger)?**

We have provided an organisation chart that shows our new organisational structure (effective 22 January 2024). Under this, Melinda Bohannon (DG Humanitarian and Development) and Jenny Bates (DG Economics, Climate and Global Issues) will report to Nick Dyer and the other DGs to Philip Barton. In practice, responsibility and accountabilities are run as a matrix: for instance, the geographic DGs report to Nick Dyer on their development activities and elements of economic security would be channelled through Philip Barton. All geographic and thematic directors report to their respective DGs as per the chart.

As of September 2023, 48% of Senior Civil Servants (SCS) overseas were women, compared to 45% in all locations. Among Heads of Mission at all grades, it is 41%. Not all Heads of Mission hold an SCS grade; 26% are graded below SCS. 10% of SCS overseas are from an ethnic minority background, compared to 11% in all locations. In order to foster an inclusive culture across a single department, we no longer report by legacy departments. Furthermore, new joiners since 2020 do not have a legacy department.

2. **What plans does British International Investment (BII) have in place to meet the commitment that it will make over half of its investments in the "poorest and most fragile countries" by 2030? How will the FCDO hold BII to account regarding this commitment?**

BII's approach towards achieving this White Paper commitment will be based on its learnings from its existing investments to deliver impact in poorer and more fragile states. Recent investments made by BII include electricity generation in Burundi and Sierra Leone; food provision in Sudan; digital connectivity in rural Nepal; and ports infrastructure in Somaliland. BII's impact scoring of investments will incentivise investments made in poorer and more fragile countries. They will prioritise investing with experienced partners who have both people on the ground and whose practices are aligned with BII's standards. BII will also be active in developing opportunities by expanding the work of the Africa Resilience Investment Accelerator (ARIA) - an initiative founded by BII - to support the efforts of Development Finance Institutions (DFIs) wanting to invest more in fragile and conflict-affected states in Africa.

The FCDO will hold BII to account for its delivery via its formal governance arrangements. These provide the FCDO with clear oversight of how and where BII is making investments. The BII Chair, CEO and senior management are questioned and held to account for performance during Quarterly Shareholder Meetings chaired by the Director-General responsible for BII. As part of these meetings, the FCDO receives a detailed management report alongside additional papers on specific thematic issues that cover the full range of BII's operations. In addition, the Minister for International Development has quarterly meetings with the BII's Chair, and an Annual Shareholder Meeting is chaired by the Second Permanent Under-Secretary. There is also frequent engagement between the Second Permanent Under-Secretary and Director-General with BII's Board and senior management. The FCDO will hold BII to account for implementing the 2030 ambition on poorer and more fragile countries – as well as other BII commitments in the White Paper - through this governance structure.

3. **The White Paper set out BII's ambition to become the most transparent bilateral development finance institution, as measured by the Publish What You Fund transparency index. What is the planned publication date for BII's Transparency Roadmap, which is due to set out the short-term actions to deliver on this commitment?**

BII published its Transparency Roadmap[1] on 19 December, setting out the actions it will take to deliver on its ambition to become the most transparent bilateral DFI as measured by the Publish What You Fund (PWYF) DFI Transparency Index, as well as articulating BII's broader commitment to transparency. The FCDO has worked closely with BII on the development of the Roadmap, which sets out timebound deliverables across five priority transparency areas following the guidance of the PWYF transparency tool. BII will also review its Transparency and Disclosure Policy in 2024, considering further milestones for enhanced transparency.

4. **Has any planned multilateral spend for the 2023-24 financial year been delayed to 2024-25, or 2025-26? If so, how much has been delayed? Which organisations have seen multilateral funding from the FCDO be delayed until future financial years, including the £500 million that was confirmed to have been delayed from the 2022-23 financial year?**

In previous years, to manage ODA pressures, but still meet multilateral legal commitments, the FCDO backloaded some multilateral payments into future years. For example, in 22/23, a £497m IDA 19 payment was delayed to 2023-24. As part of delivering the 2023 ODA commitment, as set out in the 2022 Autumn Statement, the FCDO predominantly brought forward multilateral spend from 2024-25 and 2025-26 into 2023, reversing the decision in previous years to delay planned multilateral payments.

5. **The 2022-23 Accounts show that no funding to the Crisis Reserve has been allocated for 2023-24, but £50 million has been allocated to the Reserve in 2024-25. Has the £50 million for 2024-25 been earmarked for any particular expenditure and why has there been no allocated funding for 2023-24?**

To manage expected ODA pressures in 2023-24, the decision was made not to allocate a Crisis Reserve in 2023-24, but to restore this to £50m in 2024-25. This funding is not specifically ear-marked but is allocated in response to crises in year.

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[1] https://assets.bii.co.uk/wp-content/uploads/2023/12/18140248/transparency-roadmap.pdf

During 2023/24, the ODA position improved such that a £50m crisis reserve was reinstated to respond to unexpected crises, as in previous years. To date, £36.5m spend has been approved - £30m for Gaza and £6.5m for Morocco/Libya, with £13.5m remaining for the rest of 23/24.

6. **Staff exit costs for both country-based and UK-based staff have increased by 301% and 433% respectively in the 2022-23 financial year for exits not due to compulsory redundancies. Why have these exit costs increased so significantly and are they anticipated to reduce in the next financial year?**

The increase in the number of Country-Based Staff (CBS) exits is a result of changes in staffing needs, against the backdrop of a changing international context. CBS exits are more fluid than UK-Based Staff ones and exits process and payments relate to specific contractual arrangements in each country. They are higher than in previous years and similar higher numbers may be reflected in future years.

The increase in the number of paid exits for UK-Based Staff in 2022/23 is attributable to the inclusion of the exit payments for 37 former FCDO employees contracted on fixed term appointments who were seconded to the OSCE Special Monitoring Mission (SMM) to Ukraine. It was agreed that each was eligible to be paid a redundancy compensation payment in line with Civil Service Compensation Scheme policy. Without these exits, the pattern would be consistent with previous years.

7. **The White Paper details the introduction of mandatory pre-posting training for Heads of Mission with development programme budgets above £1 million per year on programme and portfolio oversight. Can you confirm how many Posts meet the £1 million threshold required to introduce mandatory training and how many FCDO staff have undergone this training to date?**

Based on current budgets, 67 countries receive more than £1m bilateral ODA from the FCDO per year, and will therefore meet the threshold for the new mandatory pre-posting training. This new training is in design. The FCDO has introduced basic Programme Operating Framework (PrOF) awareness training into the pre-posting training for all HoMs, which has been running for the last 2 years.

8. **In the evidence session last week, Corin Robertson confirmed that the total costs of the merger were £24.7 million by 31 March 2023, excluding costs related to the Hera project. However, per the 2021-22 Annual Report and Accounts, the spend for the 2021-22 financial year was £27.6 million. Can**

you explain this difference? More broadly, how do the actual costs of the merger to date compare to the anticipated costs at the start of the project?

The spend of £27.6 million in the 2021-22 Annual Report and Accounts (ARA) originally included Hera costs, which have since been excluded leaving merger costs in that year of £12.8 million. In 2023, the FCDO assessed that the cost of Hera was largely separate to the cost of the merger since the Government Digital Services (GDS) strategy is for the UK Government to move away from 'on premise' technology and subscribe to Cloud based services. A move to Hera (or similar system) was not as a direct result of the merger and both legacy departments would have borne these costs had the merger not taken place. All costs of Hera are already reported as part of the Hera programme which is disclosed as part of the Government Major Projects Portfolio. We estimate that £1.5m of the costs of Hera were directly attributable to the merger, and have recorded this under Hera programme costs, rather than merger costs, to prevent double counting.

The cost of the merger has been calculated as £4.9 million in 2020-21 (as disclosed in the ARA that year), £12.8 million in 2021-22 (£15.4 million less than the disclosure of £28.2 million in the ARA that year because of the removal of Hera costs) and £7.0 million in 2022/23 (not disclosed in the ARA that year). Over those three years, the total is therefore £24.7 million, excluding the £1.5m of Hera costs directly related to the merger

The Infrastructure and Project Authority (IPA) peer review of transformation stated that a business case was not a good fit for the merger delivery model. Instead, a high-level transformation strategy was produced. This strategy did not contain costs which were already included within the SR21 settlement or as part of other programme specific business cases, if needed. This was agreed by the IPA. As a result, a comparison of actual costs against anticipated costs is not possible.

9. **The Risk Profile included within the Annual Report notes that the implementation of Hera temporarily increased some operational and delivery risks during the transition period. What were these risks, and have they now fully subsided?**

The Hera Implementation involved risk to Finance and HR operational delivery because the impact of the move to a single integrated finance and HR system, and as such was escalated in the FCDO "Principal Risk Report" to the Management Board. The key components of this risk that needed to be managed related to capacity within operational teams, data issues following data migration, and the ability of staff to continue to deliver while managing the business change involved in moving to the new system. These implementation risks have been successfully managed to within risk appetite and this risk was removed from the report in November 2023.

10. The Annual Report also notes that further development of the Hera system is planned for 2023-24, including improved financial reporting. Can you explain what improvements are necessary?

Over the course of 2023-24, the FCDO will continue to leverage the investment made in the Hera System. As a cloud system, this involves continuing to adopt new enhancements and capabilities or changes in the FCDO. An example of an improvement is the Hera Learn module which went live in September 2023. This delivered an integrated platform for learning for the FCDO and offers learning to underpin skills and expertise for all UK government staff working on international issues. Specific work on financial reporting has included the reinstatement of ODA transparency reports in June 2023, reports to support 10-year budgeting and forecasting for ODA programmes and a range of additional reports to support FCDO operations such as reports for programme managers to track the status of purchase orders and payments as they progress through the system.

11. You accepted last week that the FCDO does not have sufficient disaggregation data either within the organisation or international development more broadly. What plans do you have in place to improve the FCDO's disaggregation data?

The FCDO uses gender and disability markers to monitor progress across the FCDO's programme portfolio and, where appropriate, against spending allocations. To mainstream equalities, since January 2023, we have also required all business units to complete an Equalities Impact Assessment (EIA) to inform their Business and Country Plans and provide greater confidence in the targeting of our work to reach those most in need.

We use the disaggregated data collected through programme monitoring to publish statistics about the beneficiaries of FCDO programmes, based on established thematic indicators that are common across our portfolio. We are developing the process for central results reporting of thematic and geographic outcomes. The methodology will build upon our internal best practice, as outlined in the Programme Operating Framework, which stipulates that programmes whose beneficiaries can be identified must disaggregate data by sex, age, disability, and geography as a minimum, and other relevant characteristics where possible and as appropriate. In addition, we encourage the use of Gender Equality Disability and Social Inclusion (GEDSI) Analysis for all programmes, for which disaggregated data is a central component.

Internationally, the UK is a founding member, a co-facilitator and signatory of the Inclusive Data Charter and as such, we advocate for inclusive disaggregated data globally and take direct action to increase its availability. For example, we promote the use of Washington Group questions on disability in national censuses and health and demographic surveys and offer training and support on their use. We are in the process of developing an updated plan to deliver our commitments under the Inclusive Data Charter. The FCDO also provides direct support to the delivery of the Data Values Campaign, a global movement to challenge power structures in data to ensure that all citizens share in the benefits from its collection and use. At present, sixty countries are directly involved in enabling public participation, improving skills and supporting systems transparency.

12. This Committee published a report in January 2021 on Covid-19 in developing countries, which included a recommendation that the FCDO should publish disaggregated data. The Government accepted this recommendation in its published response over two years ago. Can you please provide us with an update on what the FCDO has done in respect of this recommendation?

The published Government response in April 2021 set out the work the FCDO was, and continued to do, to implement a proportionate and strategic approach to monitoring, evaluating and learning from our Covid-19 response, with the primary aims of public accountability, learning to inform ongoing decisions and longer-term learning about how to respond effectively to emergencies.

Throughout the pandemic, the FCDO continued to invest in collecting data to understand the differential impacts of the pandemic, enabling us to design and monitor responses which are relevant, inclusive and effective. The FCDO recognised, from the outset, the need for disaggregated data on the social and economic impact of the pandemic.

The Covid Collective[2], instigated by IDS, the FCDO, and Collective partners, addressed emerging needs through relevant, rigorous and timely social science research. The Covid Collective had two principle aims: first, to demonstrate the enhanced benefits of co-generation of research and evidence addressing challenges of Covid-19, through a coordinated network of research organisations, and second, to support evidence-informed action through knowledge curation, learning and

[2] https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.covid-collective.net%2F&data=05%7C02%7CTracey.Diggin%40fcdo.gov.uk%7C1a67ce109bd44056fd1a08dc0c4535ee%7Cd3a2d0d37cc84f52bbf985bd43d94279%7C0%7C0%7C638398738591189266%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=%2FmFQog3ZAol00j29Kd5La4DSkdoKQCgvL3D%2FfyJw53U%3D&reserved=0

strategic communication. The portfolio of rapid data collection and analysis activities provided insights on equity and inclusion[3].

13. The Integrated Review Refresh recommitted the UK to contributing at least £11.6 billion to the UK's International Climate Finance between 2021 and 2026. Now that we are approaching the halfway point, how much of this commitment has been disbursed to date?

The UK has spent £3,227m of International Climate Finance (ICF) over 2021-22 and 2022-23. These figures are detailed in the Written Ministerial Statement[4] made on 17 October 2023 and are the most up to date figures the UK has on International Climate Finance Spend. Please see the following paragraph from the Written Ministerial Statement for more detail:

The table below sets out how we expect to meet our target, showing spend in 2021/22 and 2022/23 and an expected range for UK ICF spending for 2023/24 – 2025/26 with the with the scale-up reflecting both the increasing importance of tackling climate change and the growth in our economy.

<table>
<tr><th>Financial year</th><th colspan="2">UK ICF spend and forecast spend (£m)</th></tr>
<tr><td>2021/22</td><td>1,648</td><td rowspan="5">ICF '3' (2021/22 – 2025/26) total:

11,600</td></tr>
<tr><td>2022/23</td><td>1,629</td></tr>
<tr><td>2023/24</td><td>1,800 – 2,100</td></tr>
<tr><td>2024/25</td><td>2,500 – 2,800</td></tr>
<tr><td>2025/26</td><td>3,400 – 3,800</td></tr>
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[3] https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.covid-collective.net%2Fother_learning%2Fequity-inclusion-and-exclusion-of-those-most-effected-by-the-pandemic%2F&data=05%7C02%7CTracey.Diggin%40fcdo.gov.uk%7C1a67ce109bd44056fd1a08dc0c4535ee%7Cd3a2d0d37cc84f52bbf985bd43d94279%7C0%7C0%7C638398738591189266%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=Vy74oOEN03o43fy4UkI3uspkxdS781xuFVwCI9Qp%2FWo%3D&reserved=0

[4] https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fquestions-statements.parliament.uk%2Fwritten-statements%2Fdetail%2F2023-10-17%2FHCWS1071&data=05%7C02%7CRizgar.Kiyak%40fcdo.gov.uk%7Cefa0f4a42deb4e51287e08dc00a965ae%7Cd3a2d0d37cc84f52bbf985bd43d94279%7C0%7C0%7C638385974756951017%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=6R2vXs%2BMKosDExX5bli53stRX2hf1OlyaKWAqbJIuEI%3D&reserved=0

14. The Annual Accounts show in Annex A that planned spend in the Girls' Education Department is expected to increase from £76 million in 2023-24 to £252 million in 2024-25, an increase of £176 million in one year. What are the FCDO's plans for this increased budget?

By agreement, we will respond to this question by 12 January 2024.

Yours sincerely,

Philip Barton

Philip Barton

Nick Dyer

22 January 2024

Foreign, Commonwealth & Development Office

FCDO organisation

FCDO Senior Leadership


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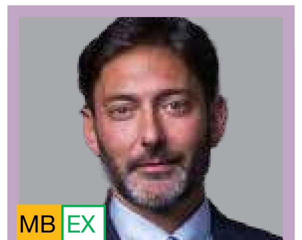
- Americas, Caribbean & SIDS: **Rob Tinline**
- East and Central Africa: **Simon Mustard**
- West and Southern Africa: **Kate Foster**
- Overseas Territories & Polar: **Paul Candler**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MB EX
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Finance


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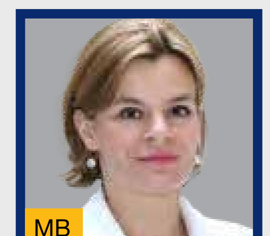
Mervyn Thomas
Chief People Officer


MB EX
Will Hines
Director Strategy (Interim)


MB
Charlotte Watts
Chief Scientific Adviser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Overseas Network Rep (HMA Philippines and Palau)


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Joanna Roper
Overseas Network Rep (HMA Netherlands)

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Beverley Tew
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- Supervisory Board member

To notify updates to this chart please phone +44 20 7008 2722 or email: internalcomms@fcdo.gov.uk

[1] Humanitarian issues are covered by Melinda Bohannon (DG Humanitarian & Development (Interim), Migration issues are covered by Peter Wilson (DG Europe)