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Chair, International Development
Committee
House of Commons
Westminster, London
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11 February 2026

**Follow up to the IDC Oral Evidence session on the future of UK aid and
development assistance 20 Jan 2026**

Dear Sarah,

ODA Delivery Board

I am sharing as requested in the oral evidence session the Terms of Reference for the ODA Impact and Delivery Board. This Board improves oversight of cross Government development policy and allows for stronger strategic delivery of ODA and development activity across Government, improving value for money.

Public Perceptions

Development works. It saves lives, boosts resilience, and makes the world, and the UK, safer and more prosperous.

The Committee is right: not enough of the public are aware of this impact. And I agree, we need to prove impact through clear, relatable stories that actually cut through - and straightforward language that connects to what people care about, not jargon or technical terms.

Backed by the latest public insight, our evidence driven communications plan is focused on rebuilding trust by showing real impact, value for money and mutual benefit on issues we know matter to the UK public: health, jobs and security. We now prioritise impacts and outcomes, sharing real stories through trusted voices, like frontline workers, and channels the public engage with.

For example, to promote our pledge to Gavi, the vaccine alliance, we led with impact - protecting children and backing British science. My visit to GSK showed the full picture: our investment saves millions of lives *and* supports thousands of UK jobs.

We showcased our World Bank partnership, proof that development fuels growth and self-sufficiency, and collaborated with Anoushka Sinha, the world's youngest World Bank advisor and Forbes 30 Under 30 honouree - to take that message straight to younger audiences on Instagram.

Our "16 days of activism" collaboration with UN Goodwill Ambassador Sabrina Elba and women peacebuilders helped supercharge our reach engaging new audiences.

We are determined to keep showcasing impact in partnership, not just across government, but with voices and organisations far beyond the traditional development sphere.

Development Conference

Thank you for the Committee's offer to support the conference on the future of international development that the Foreign Secretary is co-hosting this May. We would very much welcome your engagement and will be in touch to discuss this further.

The objectives of the conference are to:

- Bring together different people and organisations, who have not always sat at the same table, to help countries access investment and make the most of new technology to boost growth, jobs and trade.
- Reach a new agreement on international cooperation between governments, philanthropic organisations, the private sector, international organisations and civil society, setting out concrete actions to promote fair and sustainable growth and development
- Showcase fresh ideas that improve people's lives – through partnership not paternalism.
- Explore how working together and innovative thinking can help to solve shared global challenges such as illegal migration and violence against women and girls.

Yours ever,

A handwritten signature in dark ink, appearing to read 'Baroness Chapman of Darlington', written in a cursive style.

The Rt Hon. Baroness Chapman of Darlington
Minister for International Development and Africa

ODA Impact and Delivery Board Terms of Reference

1. Purpose and Remit

1.1 The Foreign Secretary, with advice from the Minister for International Development, is responsible for development policy, working closely and in consultation with Number 10, Cabinet Office, HMT and ODA spending government departments. The Minister for International Development has policy oversight of the entire cross Government ODA budget and development portfolio, whilst CST retains fiscal oversight of ODA spending.

1.2 This Board will provide oversight of xHMG development policy by ensuring stronger strategic delivery to ODA and development activity across Government. It is responsible for the policy coherence and effectiveness of cross government ODA spending and delivery, directing major areas of cross cutting policy. It will monitor the implementation and delivery of development policy and ODA spend to promote greater coherence and impact of ODA spending against the government's strategic priorities. The Board will also drive work on the UK's overall reset strategic approach to international development beyond ODA. This Board will not take fiscal decisions.

1.3 Departmental Secretaries of State, Ministers and Accounting Officers remain accountable for the money spent by their department in line with the existing principles of Managing Public Money.

1.4 The Board's remit covers:

a) Policy coherence and effectiveness of UK ODA delivery and development approach

- Departments report to the Board on the alignment of their delivery portfolios against cross-Government strategic development, PM/FS ODA priorities and agreed SR2025 ODA allocations. The Board will also scrutinise portfolios at a thematic or geographic level to remove duplication and assess effectiveness, coherence, impact and efficiency.
- The Board will ensure greater geographical coherence through the approach to country choices to drive through strategic coherence and impact of development and ODA spending at Posts.
- The Board will support greater policy coherence across development objectives across HMG, seeking to ensure we are collectively modernising our approach to development as the UK transitions from a donor to investor with a greater focus on expertise.

b) Monitoring the ODA budget:

- The Board will assess portfolio delivery, considering impact and effectiveness against agreed aims.

- Transparent data sharing on ODA performance and spending will underpin judgements on impact and delivery confidence, including through Departments meeting requirements to update spending data to DevTracker and reporting in line with IATI standards.
- Management information on ODA performance, impact and spend will be provided to the Board, including specific updates to proposed changes to ODA programme spend within the SR period.
- Information provided will support the Minister for Development in making recommendations on any ODA policy amendments to the Chief Secretary of the Treasury within the fiscal parameters set.

c) Directing major cross-cutting government ODA spend and development policy (e.g. Climate, Health, Research and Development):

- The Board provides high level strategic direction through the relevant official level governance mechanism to improve the coherence and strategic alignment of ODA spending across HMG.
- Relevant official-level governance mechanisms (annexed) report into the ODA and Development Delivery Board on progress against objectives or on high-priority issues that require Ministerial attention.

2. Membership

2.1 The Board is chaired by the Minister for Development (MFD). The Chief Secretary to the Treasury or a delegate will attend every meeting.

2.3 Other Ministers and Senior Officials responsible for development work and ODA spending will be invited depending on the themes under scrutiny or discussion.

2.4 If invited Ministers and representatives are unable to attend the meeting, they can submit views in writing for consideration at the meeting.

2.5 A limited number of relevant lead policy officials may accompany their Minister to meetings. The Secretariat can advise on appropriate attendance of officials.

3. Reporting and interaction with other governance mechanisms

3.1 The spending control framework, Managing Public Money, and Accounting Officer responsibilities are unchanged

3.2 If needed or due to time pressures, the Board can be sighted on relevant issues within their remit in writing for comments outside a formal Board meeting.

3.3 Other topics and issues that have international development and ODA considerations (e.g. trade) can be incorporated into Board agendas as required.

3.4 Official-level governance mechanisms for cross-Government ODA and development strategy will also report into this Board as needed (eg. R&D ODA Board, ICF Directors Meeting and the Global Health Officials Group). Cross-Government Ministerial groupings that go beyond discussion of ODA and Development policy (eg. Climate trilateral and Global Health Ministerial Group) will continue. The Secretariat is responsible for managing these and any other interactions with cross-Government governance to ensure coordination and avoid duplication.

3.5 The Minister for International Development's role will be supported by the FCDO 2PUS as the xHMG Development and ODA SRO. An SCS ODA and Development Delivery Group will be convened regularly to inform agenda setting and drive forward decisions taken by Ministers. The standard chair will be the FCDO Development Director and meetings will be held at DG and PUS level where necessary.

3.6 Accounting officers and department representatives in ODA spending departments are responsible for informing and working with relevant Heads of Mission and Development Directors on any activity and policy work that has a geographical impact to make sure it is aligned with overall development policy objectives in that geography.

4. Conduct and content of meetings

4.1 The Board meets a minimum of three times a year, with other meetings scheduled as necessary. A coherence and stocktake meeting will be held once a year looking across the whole ODA budget, with all relevant Ministers invited. Meetings can be held in-person or via video call/MS Teams. The Board will have yearly meetings on R&D, Climate & Nature, and Health. These will be co-chaired by the relevant Ministers.

4.2. Conclusions are reached by consensus or, when no consensus is reached, by the Minister for Development.

4.3 The meeting subject of each Board meeting is decided by the Minister for Development on the recommendation of the Secretariat, based on the Board's remit.

4.4 Meetings follow a formal agenda and are focused and action oriented. Agendas are produced in collaboration with policy team(s) for the meeting subject, with oversight from the Secretariat.

4.5 Meetings are supported by papers produced by the lead policy team(s), with oversight and input from the Secretariat, and agreed by relevant policy teams across departments. Papers provide the necessary context and background for the agenda items and provide the basis for strategic discussions and any actions determined by the Board.

4.6 The Board Secretariat takes a minute of the discussion and records all actions and decisions taken by the Board.

4.7 A forward look setting out planned meeting subjects will be periodically shared with all ODA spending departments by the Secretariat.

4.8 The minutes will be shared with the Ministerial Private Offices of the Board meeting and policy leads across ODA spending departments.

5. Secretariat responsibilities

5.1 The Board Secretariat will be led by the FCDO Development Policy and Partnerships Department. The Secretariat's role is to ensure that the Board is covering the right issues and that meetings are organised and run smoothly and effectively.

5.2 The Secretariat works closely with other departments to commission and quality assure information and papers prior to submitting to Ministers; supports policy leads/officials producing material for the Board; provides summaries to inform discussions; issues accurate minutes; and manages Board logistics, including relevant attendance.

5.3 The Secretariat will be responsible for co-ordinating with ODA spending and thematic policy groupings across HMG, ensuring relevant information and decisions are escalated to the Board as appropriate.