



Autumn Performance Report 2004

*Presented to Parliament
by the Secretary of State for Foreign and Commonwealth Affairs
by Command of Her Majesty
December 2004*



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Background to Performance Reporting in the FCO

The Foreign and Commonwealth Office (FCO) works in a challenging climate. We operate in a world explored by the media and scrutinised by the public, and on a global stage that is continually changing. World events are often unpredictable, but the FCO is committed to delivering long-term objectives and strategies in a transparent and accountable way. We are therefore focussed on, and committed to, delivering our Public Service Agreement (PSA) targets for 2003 – 2006.

These targets were set out in the White Paper, "Spending Review 2002: Public Service Agreements 2003-06" (Cm 5571, July 2002). They are the key commitments that the FCO has agreed to deliver in return for the resources agreed in the 2002 Spending Review settlement. The Secretary of State for Foreign and Commonwealth Affairs is explicitly responsible for the delivery of the FCO's PSA targets.

Together with the FCO's high level objectives, the PSA targets presently embrace all of the FCO's work. A number of our PSA targets are shared with other Government Departments where joint working is intrinsic to successful delivery.

PSAs and the FCO: Realising the Expectation.

The Government introduced Public Service Agreements in 1998, setting ambitious goals for key service improvements across the whole of Government. PSA targets moved the focus away from policy, and consuming inputs such as staff and programme resources, towards what the public can expect from public services.

For many in Britain, the public face of the FCO is our consular service. For many overseas, it is our visa service. Other areas of our work are often less in the public eye, and do not produce an obviously measurable outcome.

It is nonetheless important that we work towards clearly defined objectives with deliverable outcomes. Reporting against our twelve PSA targets is one way in which the FCO can show that we are not only successful in responding to challenging events, but play an integral role in shaping them.

The challenge of measuring success in foreign policy

To overcome the inherent difficulties in measuring performance, the FCO has developed a system of scorecards to monitor progress towards our PSA targets. These set out the indicators that will be used to show whether progress is being made.

The scorecards do not show everything that the FCO is doing to achieve its targets, but they do give an indication of the main areas of progress. An unclassified version of these scorecards and the PSA targets is available on the FCO website (www.fco.gov.uk). This Autumn Performance Report (APR) does not contain all the evidence of progress on every scorecard. In some cases publication of data is constrained by security considerations. But it does cover some of the most relevant and far-reaching work undertaken by the FCO.

Inside the Autumn Performance Report

The APR is the culmination of work commissioned from throughout the FCO, drawing on information against our performance scorecards. The APR reports against the middle phase of the three-year implementation period for our PSA targets. In some cases it is too early to give a full assessment of progress. This will be captured in future reports, with the next assessment of performance contained in the Spring 2004/5 Departmental Report.

The APR contains performance information on areas of our work essential to achieving our PSA targets. We believe that through the work of the FCO, the UK has made positive contributions to the real world outcomes analysed in this report. For the FCO, the period covered by this report was dominated by the UK's contribution to achieving stability in Iraq. But UK diplomacy was also active, often away from publicity, in working to achieve stability in many other parts of the world including Afghanistan, South Asia, the Balkans and parts of Africa.

Through its work in many regions of the world, the FCO has made the following progress towards meeting its PSA targets:

AIM OF THE FCO

Promote internationally the interests of the United Kingdom and contribute to a strong world community.

Objective I

A secure United Kingdom within a safer and more peaceful world

PSA I

Reduce the threat to the UK from international terrorism and the proliferation of weapons of mass destruction. Reduce international crime, drugs and people trafficking affecting the UK, measured by Whitehall-wide targets. Contribute to the reduction of opium production in Afghanistan, with poppy cultivation reduced by 70% within 5 years and elimination within 10 years.

Progress against this target will be measured using scorecards (agreed between FCO and HMT) covering the four elements of the targets: (a) Counter-terrorism; (b) Weapons of mass destruction; (c) Drugs, crime and people-trafficking; (d) Opium production in Afghanistan. The scorecards for (a), (b) and (d) are classified. Progress against (c) will be measured by Whitehall-wide targets.

Overview: It is too early to form a conclusive assessment of whether we will fully meet this target, although progress has been made towards many elements of it.

Specific Progress: A reduction in risk to UK interests from international terrorism is promoted through FCO involvement and dialogue with high-risk regions, encouraging more robust national security postures in key countries in the Middle East, Asia and Africa. UK lobbying can be seen in the UN and EU, promoting a global response to international terrorism.

In **Kenya** a regional counter terrorism adviser has been appointed in Nairobi and a UK police adviser is attached to the Kenyan anti-terrorist police. Evidence of our work can be seen in **Saudi Arabia** through further improvement in airport and aviation security, and through forensics training and assistance. Risk mitigation in **Yemen** includes assistance to their coastguard, as well as UK/Yemen dialogue on tackling the ideological causes of terrorism. The reduction of risk in **South East Asia** has been promoted through capacity building for police and security agencies in the region, and underpinning of political messages. Evidence of action taken throughout these key regions can be found in further disruptions and arrests. The FCO was also active supporting the **Greek** Government in ensuring the security of the Athens 2004 Olympic Games.

There has been a reduction in threat to the UK from the proliferation of **weapons of mass destruction** (WMD) as a result of the following:

- On 19 December 2003 **Libya** committed itself to dismantling its weapons programmes and longer-range missile programme. Libya has become a state party to the Chemical Weapons Convention and signed an Additional Protocol to its International Atomic Energy Agency (IAEA) Safeguards Agreement that allows for more intrusive inspections of its remaining nuclear facilities. This is the first time a country has voluntarily dismantled its WMD programmes under international supervision.
- **Iraq** poses no WMD threat. The Iraq Survey Group (ISG) continues to investigate the extent of programme and external support.
- An agreement has now been reached with **Iran** providing for the suspension of all its activities related to enrichment and reprocessing and the IAEA Director General has confirmed that the suspension is being implemented. The next stage will be to negotiate long term arrangements for Iran's nuclear programme that provides objective guarantees that it is exclusively for peaceful purposes.
- **Pakistan** has accepted previous allegations of the illicit supply of nuclear technology from Pakistan. This has resulted in a wide-ranging investigation. AQ Khan, the "father of the (Pakistani) bomb", confessed on television to having supplied uranium enrichment technology to a number of countries. These public revelations are making it easier for us to confront other states with evidence of undeclared nuclear activity.

The FCO continues to lead international efforts to stem the flow of **Afghan drugs**. Although we have met our milestones (see below), the latest UN and US reports show a substantial increase in the area of land under poppy cultivation (and a smaller, but still significant, rise in opium production). We are already taking forward a comprehensive strategy with the Afghans. But we will be increasing our activity on alternative livelihoods, law enforcement, eradication, criminal justice and institution-building in 2005.

Against this background, we met all our 2003-04 milestones and are on track for 2004-05. In particular, we have run seven training courses on intelligence and investigation techniques for the Afghan Counter-Narcotics Police; supported over five major seizures; provided a mobile forensic laboratory; and helped to establish regional law enforcement offices in seven provincial centres outside Kabul.

PSA 2

Reduce tension in South Asia, the Middle East, Balkans and elsewhere through action with our international partners, paying particular attention to regions at risk from nuclear confrontation.

Progress against this target will be measured by classified scorecards (agreed between FCO and HMT) covering various countries and regions, including (a) South Asia, (b) the Middle East, and (c) the Balkans

Overview: The FCO is on course to meet many of the underlying targets behind this PSA. It is too early to say whether we will meet this target in full. However, to do so will involve progress towards a stable Iraq and advancement of the Middle East Peace Process.

Specific Progress: This PSA covers a vast amount of FCO work and global involvement. We have been focussed to a considerable extent on Iraq, however our work and influence continues in other areas of the world.

Non compliance by **Iraq** with its obligations under UN Security Council Resolutions led to military action. Following military action, the Iraq Survey Group (ISG) was tasked with searching for evidence of Iraq's prohibited weapons programmes. The ISG's final report was issued on 6 October. It confirmed that it had not discovered any stockpiles of WMD in Iraq, but concluded that Saddam Hussein had intended to resume WMD production, once sanctions had been lifted. This was backed up by evidence uncovered by the ISG of continuing WMD-related programme activities and the discovery of significant amounts of equipment that Iraq concealed from the UN, including during the inspections that began in 2002.

The coalition is now committed to creating a stable, prosperous and democratic Iraq that poses no threat to international peace and security, an Iraq which provides effective and representative government for its people. Transitional Administrative Law (TAL) was agreed by the Iraqi Governing Council on 8 March 2004. The US and UK handed-over full authority in Iraq to a sovereign Iraqi Interim Government on 28 June, and the coalition is now working with the Iraqis and the UN to prepare for elections in January 2005.

The FCO has refocused its priorities and resources onto promoting indigenous-led reform in the **Arab world**. Multilaterally, the UK has succeeded in shaping international support for reform. The first G8/regional 'Forum for the Future' to consider implementation of reform is scheduled for December, and the new EU Strategic Partnership for the Mediterranean and Middle East was largely a product of UK lobbying and policy contribution. We also successfully encouraged an Arab League commitment to reform during its Summit in May. This was the first collective

public recognition by regional governments that reform is necessary. The positive outcomes of such lobbying can be seen across the region.

In January 2004 **Yemen** hosted an unprecedented regional conference on Democracy and Human Rights which agreed a strong Declaration on principles and objectives on democracy and human rights. Yemen will also host a Gulf meeting on advancement of women, with promised changes in its own legislation. **Jordan** continues to be a regional leader on reform. It hosted a regional World Economic Forum event in May 2004 which focused on reform in the Middle East.

Saudi Arabia has undertaken a series of national dialogues to enhance popular participation in policy-making, including on women. It has also inaugurated a National Human Rights Association, the first Saudi human rights body, and a Nine Point Plan for advancement of women. A UK/Saudi 'Challenge of Change' conference is scheduled for December 2004.

Reform is continuing to various degrees in other areas of the Middle East. National elections are proposed for 2005 in **Qatar** and July saw an unprecedented public speech on reform in **Oman** by the Deputy Prime Minister. However, political and legal reform has stalled in **Iran**. The Majlis elections on 20 February were a significant setback for democracy. Thousands of candidates were barred from standing, there was evidence of manipulation of the turnout and prominent reformist newspapers were closed on the eve of polling.

Efforts to promote the wider **Middle East peace process** have been hindered by a resumption in suicide attacks and a cessation of discussions at bureau chief level between the Palestinian Authority and the Government of Israel. Abu Ala' has not met Sharon since becoming Prime Minister. Israeli operations in the Occupied Territories, particularly in Rafah and elsewhere in Gaza, have caused civilian casualties and damage to Palestinian property. Barrier construction and settlement activity have also continued rapidly. (Though there have been some improvements in the route of the barrier, following international pressure and an Israeli High Court decision.) Friction also remains acute on Israel's external borders. There has been periodic violence across Israeli-Syrian and Israeli-Lebanese borders, including Israeli aerial bombardment in Syria

Away from the Middle East, FCO work is continuing in South Asia to promote stability in the region. A cease-fire between **India and Pakistan** on the Line of Control (LoC) has held since November 2003. Relations between the two countries have normalised with High Commissions operating and the restoration of direct bus and flight links between the two countries. Talks between India and Pakistan took place on a variety of issues during July and August 2004, culminating in a meeting between the Foreign Ministers to review progress in September. Manmohan Singh and Musharraf also met for the first time in New York on 24 September.

The UK was also very active in supporting preparations for the presidential election in **Afghanistan** which took place on 9 October. The FCO played a significant role in securing EU Commission and Organisation for Security and Co-operation in Europe (OSCE) involvement and support. The FCO contributed to the OSCE monitoring mission - providing 4 experts for the team as well as paying our full share of the mission's costs. Parliamentary elections in Afghanistan are due in Spring 2005.

The FCO has been actively involved in helping to create a stable and prosperous **Balkans**. All legislation in the **Macedonian** Framework Agreement is likely to be ratified by the end of the year, and the union of **Serbia and Montenegro** has been established along with the majority of required institutions. Progress has been made on the Mission Implementation Plan (MIP) for **Bosnia**, with defence reforms in place and advances on rule of law agenda. Lord Ashdown has agreed to extend the MIP deadline to the end of 2005, thus improving chances of MIP completion. With a view to determining **Kosovo's** final status, the Contact Group (Quint plus Russia) has rolled out its strategy. An implementation plan was agreed in March 2004 with a review due for mid 2005.

FCO work to promote democracy and reduce tension continues in Africa. In July 2003 a transitional national government was sworn-in in the **Democratic Republic of Congo**. Although there remain tensions between the parties, the government is becoming functional and elections are due to take place by July 2005. Elections have also been tabled for October 2005 in **Sierra Leone** following the departure of former President Charles Taylor. In **Angola** the peace arrangement is holding, but the country is still in transition from a 'military' peace to social peace. The Government has not yet introduced electoral measures, but recently set September 2006 as the last date for elections.

The FCO views our engagement with the **United Nations** (UN) as vital in promoting regional stability. The UN Security Council has taken various action during 2003/04 to address the majority of new or worsening intra-state conflicts. This includes adopting UNSCR 1556 on 30 July 2004, calling on the Government of **Sudan** (GoS) to immediately fulfil the commitments it made in their joint communiqué on 3 July with reference to Darfur. It further called on the GoS to rein in the janjaweed militias and bring to justice those who have incited and carried out human rights abuses. The first 30 day report was issued at end of August, followed by a further resolution UNSCR 1564 adopted on 18 September calling on all Sudanese parties to take the necessary steps to honour the ceasefire agreement. It supports the enhancement of the African Union's mission in Darfur and declares its readiness to take additional measures should the GoS and parties fail to comply fully with UNSCR 1556.

PSA 3

Strengthen European security through an enlarged and modernised NATO, an effective EU crisis management capacity and enhanced European defence capabilities. Joint target with the Ministry of Defence

Progress against this target will be measured by classified scorecards (agreed between FCO, MoD and HMT) covering: (a) NATO enlargement; (b) NATO modernisation; (c) an effective EU crisis management capacity; (d) enhanced European defence capabilities; (e) UK leadership within NATO and the EU on defence issues.

Overview: We are fully on course to meet this target.

Specific Progress: All seven invitees formally joined the Alliance on 29 March 2004. They have participated in all **NATO** Committee meetings as full Allies since 29 March, and are playing an increasingly pro-active role in Alliance work, including operations. A new command structure was agreed by NATO Defence Ministers in June 2003 and an Interim Operational Capability is on track for our target of June 2005. Full Operational Capability is on track for June 2006

At the June Istanbul Summit, NATO announced its intention to end its SFOR mission in Bosnia in preparation for an **EU** follow-on force in December 2004. EU Ministers agreed the Operation Plan on 11 October with the Transfer of Authority scheduled for 2 December 2004. The UK will provide the commander and key elements of the Headquarters for the first year, and will be by some way the largest EU operation to date.

The June European Council agreed UK-drafted conclusions on taking forward work to enhance the EU's strategic and operational planning capability and to improve NATO/EU planning links. The arrangements for closer NATO/EU liaison and for an enhanced EU civil/military planning capability have been agreed in principle, and should be established by the end of 2004.

In December 1999, EU leaders meeting in Helsinki established the Headline Goal, defined as the autonomous ability to deploy 60,000 troops in 60 days for an operation lasting as long as one year to conduct the tasks of humanitarian intervention, peacekeeping, and peacemaking. The deadline for the operational capability of the Headline Goal was December 2003. Further progress has been made on closing gaps in meeting this original goal, but shortfalls remain to be met. A successor to the Helsinki Headline Goal was agreed at the European Council in June 2004.

PSA 4

Improve effectiveness of the UK contribution to conflict prevention and management as demonstrated by a reduction in the number of people whose lives are affected by violent conflict and a reduction in potential sources of future conflict, where the UK can make a significant impact. Joint target with the Ministry of Defence and the Department for International Development

The PSA target contains two distinct elements requiring measurement: the number of people whose lives are affected by conflict and a reduction in the potential sources of future conflict. Conflict defined by the Stockholm International Peace Research Institute (SIPRI) is ‘the use of armed force between the military forces of two or more governments, or one government and at least one organised armed group and the incompatibility concerns control of government and/or territory’.

An overall assessment of progress will be based not only on data but also on a narrative assessment. This is to compensate for the weakness of data sources on fatalities, refugees and internally displaced persons (IDPs), e.g. a major outbreak of conflict in one country could increase numbers significantly, distorting progress made in other countries. The UK’s diplomatic achievements contributing to reduced conflict will be cited e.g. mobilising an effective international response.

The PSA relates to 2003-2006, however baseline data relates to 2000. A time lag of one-year exists before data is available in each year. All baseline data relates to 2000. A final assessment will be made in 2007 using 2006 data.

Overview: It is too early to say whether this target will be fully met.

Specific Progress: The effectiveness of HMG’s conflict prevention work undertaken by the Global and Africa Conflict Prevention Pools is measured through this shared DFID/FCO/MOD PSA target. As prescribed in the technical note both qualitative and quantitative reporting has been used. Measurement is restricted to focus countries and regions. These are: Afghanistan, Nepal, Macedonia, Georgia, Israel/Occupied territories, Sri Lanka, Sierra Leone, DRC, Uganda, Burundi, Sudan, Angola and Nigeria.

The work of the Africa Conflict Prevention Pool (ACPP):

Overall trends in Africa show a reduction in violent conflict and there is cause for optimism in some long-running conflicts. However, there is also an ever-present threat of renewed fighting in existing major conflicts or in the sudden escalation of violence in unsettled areas, as has happened during this reporting period in Cote d’Ivoire and Darfur. Deaths have been greatly reduced since 2000, but reductions in refugee and IDP numbers, whilst noticeable in some areas, are progressing slowly.

The work of the Global Conflict Prevention Pool (GCPP):

- Much has been achieved in **Afghanistan** over the past 12 months, but the situation remains fragile.
- In **Nepal**, continuing conflict and political instability represent a severe threat to development, democracy and human rights.
- The overall security situation in **Macedonia** remained relatively calm and quiet throughout 2003 and 2004, but relations between ethnic Albanian and ethnic Macedonian communities continue to be tense.
- The situation in **Georgia** remains tense, although SIPRI and the International Institute for Strategic Studies (IISS) do not class the conflicts in South Ossetia nor Abkhazia as major-armed conflicts.
- Fully-fledged conflict has not resumed in **Sri Lanka**, but politically motivated killings reached peaks in December 2003 and the latter half of 2004. The fundamental causes and consequences of the conflict are unchanged, which means a return to armed conflict remains possible.
- The security situation in **Israel and the Occupied Territories** has remained difficult with Israeli Defence Force operations and Palestinian extremist attacks continuing over the period. This has resulted in many civilian casualties and high levels of property damage.

Objective II:

Enhanced competitiveness of companies in the UK through overseas sales and investments; and a continuing high level of quality foreign direct investment. (Through UK Trade and Investment).

PSA 5

Deliver measurable improvement in the business performance of UK Trade & Investment's customers; and maintain the UK as the prime location in the EU for foreign direct investment. Joint target with the Department of Trade and Industry

This PSA target covers the work of UK Trade & Investment (UKTI) which brings together the work of the FCO and the DTI on international trade and investment. UKTI is responsible for trade development and inward investment. The two elements of the PSA target are measured separately.

(a) Deliver a measurable improvement in the business performance of UKTI customers

- At least 30% of new-to-export firms assisted by UKTI improve their business performance within 2 years;
- At least 50% of established exporters assisted by UKTI improve their business performance within 2 years;
- At least 70% of firms receiving assistance to win major projects overseas report that UKTI's help was a significant factor (measure reduced from 80% in 2000 Spending Review, to 70% due to withdrawal of financial assistance for major overseas projects, to enable UKTI to switch resources to new initiatives supporting the sub-targets more directly).

(b) Maintaining the UK as the prime location in the European Union (EU) for foreign direct investment (FDI)

To date this element of the PSA target has been measured by trends in the stock of foreign direct investment (FDI) in each three year period as recorded in the United Nations Conference on Trade and Development (UNCTAD) World Investment Report (an annual publication) to be more positive than that of our EU competitors.

It is proposed in future to measure "the UK's share of the stock of EU foreign direct investment (FDI) on a year by year basis, as recorded in the United Nations Conference on Trade and Development (UNCTAD) World Investment Report (an

annual publication)" in order to determine whether the UK is the prime location for FDI, rather than using trends. This would eliminate the "catch up" problem – as other countries "catch up" with the UK any increase in their stocks from a lower base is very likely to be larger in percentage terms.

The information relating to PSA 5 is provided by the UKTI. UKTI is a joint FCO / Department of Trade and Industry (DTI) body which has replaced British Trade International (BTI) BTI and Trade Partners UK (TPUK).

Overview: Generally on course to meet this target.

Specific Progress:

(a)

No. of Services/ Delivery Standard	Expected Performance	Actual Performance		
		02/03	03/04	First 6 months of 2004
At least 30% of new-to-export firms assisted improving their business performance within 2 years	30%	*35%	30%	31%
At least 50% of established exporters assisted improving their business performance within 2 years	50%	*43%	41%	49%
At least 70% of firms receiving assistance with major projects overseas reporting that UK Trade & Investment's help was a significant factor.	70%	58%	61%	*58%
<i>* Based on a relatively small sample of companies.</i>				

(b) UK as prime location

The 2004 UNCTAD Report shows that this element of the target was achieved. The Report confirms the UK's ranking as the top investment location in the EU. The UK's market share of cumulated EU stock in 2003 increased from 19.6% in 2002 to 20.1% in 2003. Germany was the nearest competitor with the second highest share in 2003 at 16.3%, down from 18.3% in 2002. France was third and, The Netherlands and Belgium/Luxembourg were joint fourth with 13% and 10.1%, respectively.

Objective III:

Increased prosperity and a better quality of life in the UK and worldwide, through effective economic and political governance globally.

PSA 6

Secure agreement by 2005 to a significant reduction in trade barriers leading to improved trading opportunities for the UK and developing countries. Joint target with the Department of Trade and Industry and the Department for International Development

Progress against this target will be measured by a comparison of full implementation of the Uruguay Round Agreement and the commitments agreed at the Doha trade round. The analysis will concentrate on those areas that are most measurable, because some subjects for negotiation in the Doha Development Round not contained in the Uruguay Round, such as World Trade Organisation (WTO) proposals on "new issues" (such as investment and competition), do not lend themselves to precise measurement. Nevertheless the UK position is that a broad agenda which includes such proposals, will contribute to the objective of reduced trade barriers and improved opportunities for all.

Overview: Slow progress in reaching this target. We are confident that it will be met, but not before 2005.

Specific Progress: Progress in reaching the target has been slow, due in particular to the failure of the Cancun WTO Ministerial in September 2003. As a result, reductions in tariff barriers will not be made before 2005. However, positive progress has been made on the Doha Trade Round this year. World Trade Organisation (WTO) members reached a "framework" agreement on 1 August which set the course of future negotiations. We are therefore confident that the target will be met, though over a longer time-scale than originally envisaged.

PSA 7

Make globalisation work for sustainable development in the UK and internationally (and particularly in Africa) by promoting democracy and the rule of law, good economic and environmental governance, and security of long-term energy supply, measured by specific underlying targets.

This target will be measured using scorecards (agreed between FCO and HMT) covering the five elements of the target: (a) increased democracy and the rule of law;

(b) more effective economic governance; (c) more effective environmental governance; (d) enhanced security of energy supplies; (e) reformed and efficient international organisations (the UN, OSCE, OECD and Council of Europe), offering better value for money for the UK. The scorecards for (b) - (e) are classified.

Overview: We are on course to meet this target. The effectiveness of the FCO's involvement in promoting good economic and environmental governance is likely to determine the final outcome of this PSA.

Specific Progress: In February 2003 the Secretary of State for foreign affairs approved a Human Rights Policy Department (HRPD) strategy aimed at promoting the rule of law more actively in the work of the FCO. The first stage in this strategy, better co-ordination across Whitehall of international initiatives on the rule of law, was launched at the FCO on 24 June with the establishment of the UK Government Consultative Forum on Justice.

Actual progress in promoting democracy and the rule of law has been encouraging. Parliamentary elections took place in Georgia on 28 March and were described in the Office for Democratic Institutions and Human Rights (ODIHR) report as 'the most democratic since independence'. Since April, different levels of elections have taken place in a number of other countries. The local elections in Sierra Leone in May, were the first elections there in 32 years. Presidential elections took place in Afghanistan in October, which were noted as a success by the UN. In respect of broader political and civil rights, Turkey announced a new package of civil and political reforms designed to increase civilian political control of the military as well as other measures dealing with, inter alia, minority rights. Globally, the period between July 2003 and July 2004 saw 20 ratifications of core treaties, with a further six since.

Since April 2004, the FCO has supported a number of projects to promote the rule of law around the world through the Global Opportunities Fund (GOF), working alongside international efforts. In May 2004, the Lord Chief Justice attended a conference in The Hague, together with two US Supreme Court judges and eminent jurists, to help the 28 senior Iraqi judges present to re-establish the rule of law and reinforce the independence of the judiciary in Iraq. The UK will continue to support the restoration of the rule of law in Iraq.

The following statistics give some idea of progress in the wider global justice system:

- As of 30/9/2004, 103 accused had appeared in proceedings before the International Criminal Tribunal for the former Yugoslavia (ICTY).
- As of 30/9/2004 the Special Court for Sierra Leone has indicted 13 people
- On 25 January 2004, the protocol on the establishment of the African Court of Human and Peoples' Rights came into effect. To date, 19 of the 54 African Union members had ratified the Treaty.

Our work in promoting good economic governance is central to achieving PSA 7. The headline target of halving the proportion of people living in absolute poverty by 2015, as laid down in the Millennium Development Goals, looks likely to be met globally. But, although there have been substantial improvements across Asia, little progress has been made in many African countries. As such the only other global target on track is the target to halve the proportion of people living without access to safe water. The other targets, including reductions in maternal and child mortality, ensuring education for all, and halting the spread of preventable diseases are all falling behind and will require an increase in effort to be realised. However, substantial progress seen in individual countries does demonstrate that the targets could still be achieved with the right policies and political will.

The EU Spring Council in March 2004 re-affirmed the EU's political commitment to meeting the Kyoto targets, and opens the way for further emissions reduction initiatives. The Russian government sent the Kyoto Protocol to the Duma for ratification in October. Following the EU-Russia Summit on 21 May, President Putin announced that Russia would accelerate progress towards the Ratification of Kyoto Protocol. Between July and September, agreement was also secured by UK Ministers for a Ministerial Memorandum of Understanding to underpin enhanced energy dialogue with Kazakhstan which will address, inter alia, the investment climate.

Objective IV:

A strong role for the UK in a strong Europe, responsive to people's needs.

PSA 8

A modern, reformed, and enlarged EU, as measured by progress towards UK policy priorities including economic liberalisation, CAP reform, justice and home affairs, an effective CFSP, and the 2004 IGC; and greater support for Europe in the UK.

Progress against this target will be measured by using scorecards (agreed between FCO and HMT) covering the eight elements of the target: (a) reform of EU institutions; (b) EU enlargement and accession; (c) CFSP; (d) EU economic reform; (e) CAP; (f) justice and home affairs; (g) public awareness. The scorecards for (a) – (f) are classified.

Overview: We remain on course to achieve this target.

Specific Progress: On 18 June, the EU's Heads of State or Government agreed a Constitutional Treaty for the EU.

The EU Constitutional Treaty:

- makes clear that Member States confer competences on the EU;
- reforms the current Council Presidency system so that the European Council has a full-time President elected for 2 years, and the other councils are presided over by a team of three Member States for 1 year;
- retains unanimity as the rule for Common Foreign and Security Policy (CFSP), ensures there is no European Court of Justice (EC) jurisdiction in CFSP, and introduces a European Foreign Minister who will bring greater coherence to EU external action;
- reduces the European Commission to 18 members from 2014 and introduces a formal role for national parliaments in monitoring subsidiarity;
- and simplifies the EU's texts and instruments by consolidating the existing Treaties, dismantling the pillar structure and more than halving the number of EU legal instruments.

On 20 April the PM announced that, in the UK, the Treaty would only be ratified after a positive vote in a referendum.

Royal Assent was given on 13 November 2003 to the enlargement of the EU. A new European Parliament representing all 25 Member States took office following elections in June. We have also entered the final phase of negotiations with prospective future states. Bulgaria has provisionally closed its negotiations, subject to confirmation by the Commission later in 2004. Romania is further behind, but could still close negotiations by the end of 2004, meeting the EU's objective of completing the negotiations by the end of the year. The June European Council also declared Croatia a candidate and announced that negotiations would open early in 2005 if co-operation with the International Criminal Tribunal for the former Yugoslavia (ICTY) is maintained.

The FCO is active in not only working towards an enlarged and reformed EU, but also a secure one. The "European Security Strategy", adopted by the December 2003 European Council, sets out a framework to enhance the EU's foreign policy and crisis management capacity; strengthening the EU's ability to tackle new threats and increase co-operation on security issues with partners outside the EU, particularly the US.

Many of the UK's targets in relation to the EU's Common Agricultural Policy (CAP) have been met. The risk that the Council would water down the decoupling model for Mediterranean reforms was not only averted, but the Council actually agreed to more extensive decoupling than proposed by the Commission. We are maintaining pressure for further CAP reform both in the debate over the sugar regime and in the context of the Agenda 2007 negotiations.

The FCO has also been active in promoting the EU domestically. The 2002 baseline figure for awareness of the EU in the UK is set at 3.57 (on a scale of 1 to 10 – with 10 the highest). In spring, the Eurobarometer poll showed that this had risen to 4.02, an increase of 12%. Much of this will have been the result of the wider debate about Europe, (the announcement of the referendum on the Constitution, and the European Parliamentary elections). But our efforts have been part of the Government's to put across the case for our EU membership.

Objective V

International decisions and actions which advance UK objectives and interests.
Authoritative advice and support to the whole of Government on international issues.
Positive foreign perceptions of the UK and the Government's policies.

PSA 9

Effective advice on, support for, and delivery of Government objectives across the full range of the UK's international interests through a viable and responsive network of diplomatic Posts. Increased influence overseas and improved perceptions of UK and HMG policies, as measured by opinion polls.

Progress against this target will be measured through the following scorecards (agreed between FCO and HMT) covering the three elements of the target: (a) delivery of Government objectives overseas; (b) viable and responsive network of influence; (c) improved perceptions of UK and HMG policies.

Overview: We are on course to meet this target.

Specific Progress: The FCO has a network of 233 diplomatic posts, all working for FCO/HMG objectives. The publication in December 2003 of the White Paper, 'UK International Priorities: A Strategy for the FCO', set out the international priorities for the UK over the next decade, covering prioritisation and more effective targeting of the FCO network.

Overseas, the FCO continues to assess and work towards reflecting future priorities at Post. At home, The FCO Organisation Project has resulted in a new organisation, and a rigorous exercise to identify how resources overseas are allocated between FCO objectives. Options for rebalancing are being taken forward at the November 2004 meeting of the FCO Board.

The FCO is continually working to improve perceptions of the UK overseas, through active public diplomacy including:

- the successful impact of the China 2003 Campaign;
- the Public Diplomacy Challenge Fund. All projects supported by this fund are focused on the public diplomacy priorities of individual Posts and support one or more of the FCO's Strategic Priorities;
- the continuing Chevening scholars scheme has been improved by the FCO Board and Ministers to emphasise quality of scholars;

- the average monthly page impressions for the FCO website stands at 2.6m. The total number of current subscribers to the FCO website is now more than 50,000.

The **BBC World Service (BBCWS)**, with FM outlets in 138 capital cities, remains intrinsic to our public diplomacy objectives. In over 90% of cases, the BBCWS scored higher than its nearest international radio competitor. Performance against important indicators is shown below:

	Target	Actual Performance
Global Weekly Audience	153 million	146 million
Short Wave Audibility (signals rated acceptable or better)	83%	86%
Page Impressions in September	150	288
Online interactive forums per language	12	20

The British Council's corporate performance scorecard was rolled out globally to all countries in April 2003. Data was collected throughout the year and the results were collated in May 2004. As this was the first year of results, no previous baselines are available for comparison, but there were positive indicators on mutually beneficial activity, customer satisfaction and innovation by the Council. Headline results are as follows:

- 10.9 million members of target audiences reached through purposeful participation in programmes and services (excludes web-users, which would add another 7.3 million).
- 7,493 high-level decision-makers and leaders significantly engaged with the Council.
- 61% of customers have improved perceptions of the UK – across all key aspects of Britain as measured in the scorecard – as a result of interaction with the Council.
- Index rating of 1.3 (up from 1.2 in 2002/03) of customers reporting long-term impact on perceptions of the UK following engagement with the Council.
- 174, 575 and 47,995 international students in higher and further Education respectively (up from 140,905 and 46,552 in 2002/03).

Objective VI

High quality consular services to British nationals abroad. Effective regulation of entry to, and settlement in, the UK in the interests of sustainable growth and social inclusion.

PSA 10

Effective and efficient consular and entry clearance services, as measured by specific underlying targets.

Overview: We are on course to meet this target.

Specific Progress:

Consular:

Consular No. of Services/ Delivery Standard	Expected Performance	Actual Performance		
		03/04	Revised** 03/04	04/05
Issue of passports (within 5 days from receipt of correct fee and correctly completed application)	95%	* 88.1%	* 88.1%	
Hospital Visits (contact hospital within 24 hours of notification)	99%	99.5%	99.5%	
Prison Visits (contact within 24 hours of notification of arrest, and – if the prisoners wishes - to visit as soon as practicable thereafter)	98%	96.3%	96.6%	
Notarial Acts (carried out within 1 working day from receipt of correct fee and correctly completed application)	98%	99.9%	99.9%	
Birth Registration (carried out within 5 working days from receipt of correct fee and correctly completed application)	98%	96.5%	97%	
Death Registration (carried out within 3 working days from receipt of correct fee and correctly completed application)	98%	95.3%	98.1%	

* This low success rate was anticipated due to the introduction of the new GenIE passport issuing system in 2003.

**As at the end of September 2004. Consular Annual Returns from 97% of overseas posts (236 of 244 posts) for the period 1 April 2003 to 31 March 2004.

Visas:

Visa No. of Services/ Delivery Standard	Expected Performance	Actual Performance		
		April 03 - March 04	April - May 04	April - August 04
Visa Applications - straight forward (decisions made on non-settlement applications within 24 hours)	90%	86.3%	91.6%	88.7%
Visa Applications - requiring an interview (decisions made on non-settlement applications within 10 working days)	90%	93.1%	89.97%	85.8%
Meet target times for interviewing applicants for settlement visa	90%	98.1%	99.31%	99.2%
Number of valid visas cancelled on arrival, with exception of those who claim asylum, not to exceed 0.04% of	(less than) 0.04%	0.0393%	0.068%	0.052%

Objective VII

Secure and well-governed British overseas territories enjoying sustainable development and growing prosperity.

PSA 11

Improvement in the governance, environment and security of the overseas territories, and more diversified economic development, as measured by implementation of the commitments in the 1999 White Paper.

Progress against this target will be measured using the following scorecards (agreed between FCO and HMT) covering the four elements of the target: (a) Governance; (b) Environment; (c) Security; (d) Economic development:

Overview: The FCO is on course to partially meet this target.

Specific Progress: Constitutional Review Commissions have been set up and reviews are underway in Anguilla, the Cayman Islands, the Falkland Islands, Montserrat and the Turks and Caicos Islands. In Anguilla public consultations on the constitution have taken place.

A HMG Overseas Territories (OTs) Disaster Management Adviser has been appointed until autumn 2006, and further work is in hand to assist with and encourage the application of minimum standards and common planning processes across all the OTs. Disaster plans are in place in Bermuda, British Virgin Islands, Cayman Islands, Gibraltar, the Falklands Islands, Montserrat and St Helena. Plans are in formulation and practices planned in Anguilla, TCI and Pitcairn.

In September 2004, Hurricane Ivan hit the Cayman Islands. This was in addition to several close shaves for other Caribbean OTs during the hurricane season. The OTs department in the FCO has established a Disaster Management Oversight Committee to assist work towards maximising our disaster management capacity. A manual is currently being prepared as a guidance tool for London users. Work is also beginning on a disaster scenario exercise to test the new manual and to form part of the new education process for Desk Officers working for the FCO on disaster management. An audit matrix of all inhabited territory disaster plans is also in production to assist with the disaster plan and practice review process now needed to keep territories focused on disaster management.

Value for Money

PSA 12

Improve value for money across the full range of FCO, BBC World Service and British Council activities by achieving year on year efficiency gains of 2.5%.

The target is for the FCO to demonstrate that it has achieved year-on-year efficiency gains of 2.5% in each of the last two years (2004/05 and 2005/06) of the 2003-2006 triennium. There is a pre-existing SR2000 target to deliver 3% efficiencies in the first year (2003/04). These efficiencies will be measured individually, relative to the 2003/04 baseline, across the Administration, Programme and Capital budgets. The cash value of the target for each year is:

	2.5% Admin baseline	2.5% Programme baseline	2.5% Capital baseline	2.5% Total baseline
Core FCO	£15.8m	£4.0m	£3.9m	£23.7m
BBCWS	£5.3m	£5.3m		
British Council	£4.0m	£4.0m		
British Trade International	£2.2m	£2.2m		
Total FCO	£18.0m	£13.3m	£3.9m	£35.2m

The 2002 Spending Review provided funding for new FCO priorities but also imposed a target of 2.5% annual efficiency savings. This has been mirrored in the FCO's internal resource allocation: Directorates have been allocated resources to meet new requirements and challenges but are required to find efficiency savings. This means that, in effect, the 2.5% efficiency savings are budgeted in - Directorates will need to achieve annual efficiency savings of about 2.5% if their budgets are not to be eroded in real terms by rising prices. Directorates have produced efficiency plans which show how they plan to meet the target.

Overview: On course to fully achieve target.

Specific Progress: The Efficiency Target will be implemented by a 2.5% reduction in budgets across all areas of the FCO's activities. Precise measurement of progress has been hampered by the changeover to the new FCO Enterprise Resource Planning (ERP) system. But analysis of Directorate returns at Mid-Year reviews suggests that expenditure was within budgetary limits up to the end of September.

Beyond 2004

The FCO will actively work towards achieving our current SR02 PSA targets until April 2005. From this date onwards, we will be concentrating our efforts on our new SR04 PSA targets as agreed during the latest Spending Review negotiations. (See annex C) We will however continue to monitor progress against the SR02 targets until April 2006. A final assessment on our performance against these targets will then be made. A summary of the likelihood of achieving our SR02 PSA targets can be found at Annex A.

In many instances, the SR02 targets have been rolled in to the new targets to ensure consistency. (See annex B) However, the FCO recognises that to be most effective in delivering specific outcomes, we must have focused targets. There are therefore, fewer PSA targets under SR04, focussed on areas where the FCO is best able to make an impact. We believe that this will enable us to deliver measurable outcomes more effectively, through focussing our resources. These new targets will under-pin the FCO's Strategic Priorities, driving the FCO forward over the next ten years.

Useful Documents

FCO Autumn Performance Report 2003

FCO Departmental Report

SR02 PSA Technical Note: Performance Measures for the FCO.

UK International Priorities: A Strategy for the FCO.

All of these documents can be found on the FCO website. www.fco.gov.uk

Appendix A: Likelihood of PSA Delivery Summary

PSA Delivery Summary

SR02 PSA target	Assessment of Progress	Likelihood of delivery
PSA 1: Reduce the threat to the UK from international terrorism and the proliferation of weapons of mass destruction. Reduce international crime, drugs and people trafficking affecting the UK, measured by Whitehall-wide targets. Contribute to the reduction of opium production in Afghanistan, with poppy cultivation reduced by 70% within 5 years and elimination within 10 years.	Slippage	Amber/Red
PSA 2: Reduce tension in South Asia, the Middle East, Balkans and elsewhere through action with our international partners, paying particular attention to regions at risk from nuclear confrontation.	On course	Amber/Green
PSA 3: Strengthen European security through an enlarged and modernised NATO, an effective EU crisis management capacity and enhanced European defence capabilities. (Joint target with the Ministry of Defence)	On course	Green
PSA 4: Improve effectiveness of the UK contribution to conflict prevention and management as demonstrated by a reduction in the number of people whose lives are affected by violent conflict and a reduction in potential sources of future conflict, where the UK can make a significant impact. (Joint target with the Ministry of Defence and the Department for International Development)	Slippage	Amber/Green
PSA 5: Deliver measurable improvement in the business performance of Trade Partners UK's customers; and maintain the UK as the prime location in the EU for foreign direct investment. (Joint target with the Department of Trade and Industry)	On course	Green
PSA 6: Secure agreement by 2005 to a significant reduction in trade barriers leading to improved trading opportunities for the UK and developing countries. (Joint target with the Department of Trade and Industry and the Department for International Development)	Slippage	Amber/Green
PSA 7: Make globalisation work for sustainable development in the UK and internationally (and particularly in Africa) by promoting democracy and the rule of law, good economic and environmental governance, and security of long-term energy supply, measured by specific underlying targets.	On course	Amber/Green
PSA 8: A modern, reformed, and enlarged EU, as measured by progress towards UK policy priorities including economic liberalisation, CAP reform, justice and home affairs, an effective CFSP, and the 2004 IGC; and greater support for Europe in the UK.	On course	Green
PSA 9: Effective advice on, support for, and delivery of Government objectives across the full range of the UK's international interests through a viable and responsive network of diplomatic Posts. Increased influence overseas and improved perceptions of UK and HMG policies, as measured by opinion polls.	On course	Green
PSA 10: Effective and efficient consular and entry clearance services, as measured by specific underlying targets.	On course	Green
PSA 11: Improvement in the governance, environment and security of the overseas territories, and more diversified economic development, as measured by implementation of the commitments in the 1999 White Paper.	Slippage	Amber/Green
PSA 12: Improve value for money across the full range of FCO, BBC World Service and British Council activities by achieving year on year efficiency gains of 2.5%.	On course	Green

Appendix B: Target Reconciliation

<p>SR02 Target</p> <p>PSA 1 Reduce the threat to the UK from international terrorism and the proliferation of weapons of mass destruction. Reduce international crime, drugs and people-trafficking affecting the UK, measured by Whitehall-wide targets. Contribute to the reduction of opium production in Afghanistan, with poppy cultivation reduced by 70% within 5 years and elimination within 10 years.</p>	<p>Status under SR04</p> <p>Rolls forward and becomes PSA target 1 and PSA target 2</p> <p>PSA 1 To deter, check and roll back programmes for the development of WMD and related delivery systems in countries of concern, and to reduce the supply of, and demand for, such weapons world-wide.</p> <p>PSA 2 To reduce the risk from international terrorism so that UK citizens can go about their business freely and with confidence.</p>
<p>PSA 2 Reduce tension in South Asia, the Middle East, Balkans and elsewhere through action with our international partners, paying particular attention to regions at risk from nuclear confrontation.</p>	<p>Rolls forward and becomes part of PSA target 3</p> <p>PSA 3 By 2008, deliver improved effectiveness of UK and international support for conflict prevention by addressing long-term structural causes of conflict, managing regional and national tension and violence, and supporting post-conflict reconstruction, where the UK can make a significant contribution, in particular Africa, Asia, Balkans and the Middle East. (Joint with the Ministry of Defence and the Department for International Development)</p>
<p>PSA 3 Strengthen European security through an enlarged and modernised NATO, an effective EU crisis management capacity and enhanced European defence capabilities. (Joint target with the Ministry of Defence)</p>	<p>Rolls forward and becomes PSA target 5</p> <p>PSA 5 Play a leading role in the development of the European Security Agenda, and enhance capabilities to undertake timely and effective security operations, by successfully encouraging a more efficient and effective NATO, a more coherent and effective European Security and Defence Policy (ESDP) operating in strategic partnership with NATO, and enhanced European defence capabilities. (Joint with the Ministry of Defence)</p>
<p>PSA 4 Improve effectiveness of the UK contribution to conflict prevention and management as demonstrated by a reduction in the number of people whose lives are affected by violent conflict and a reduction in potential sources of future conflict, where the UK can make a significant impact. (Joint target with the Ministry of Defence and the Department for International Development)</p>	<p>Rolls forward and becomes PSA target 3</p> <p>PSA 3 By 2008, deliver improved effectiveness of UK and international support for conflict prevention by addressing long-term structural causes of conflict, managing regional and national tension and violence, and supporting post-conflict reconstruction, where the UK can make a significant contribution, in particular Africa, Asia, Balkans and the Middle East. (Joint with the Ministry of Defence and the Department for International Development)</p>
<p>PSA 5 Deliver measurable improvement in the business performance of Trade Partners UK's customers; and maintain the UK as the prime location in the EU for foreign direct investment. (Joint target with the Department of Trade and Industry)</p>	<p>Rolls forward and becomes PSA target 6</p> <p>PSA 6 By 2008, deliver a measurable improvement in the business performance of UK Trade and Investment's international trade customers, with an emphasis on new to export firms; and maintain the UK as the prime location in the EU for foreign direct investment. (Joint with the Department of Trade and Industry)</p>
<p>PSA 6 Secure agreement by 2005 to a significant reduction in trade barriers leading to improved trading opportunities for the UK and developing countries. (Joint target with the Department of Trade and Industry and the Department for International Development)</p>	<p>Rolls forward as DfID and DTI target with contribution from FCO</p>

Appendix B: Target Reconciliation

<p>PSA 7 Make globalisation work for sustainable development in the UK and internationally (and particularly in Africa) by promoting democracy and the rule of law, good economic and environmental governance, and security of long-term energy supply, measured by specific underlying targets.</p>	<p>Rolls forward and becomes PSA target 8</p> <p>PSA 8 To promote sustainable development, underpinned by democracy, good governance and human rights, particularly through effective delivery of programmes in these and related fields.</p>
<p>PSA 8 A modern, reformed, and enlarged EU, as measured by progress towards UK policy priorities including economic liberalisation, CAP reform, justice and home affairs, an effective CFSP, and the 2004 IGC; and greater support for Europe in the UK.</p>	<p>Rolls forward and becomes PSA target 4</p> <p>PSA 4 A reformed and effective (post-enlargement) EU, as measured by progress towards achieving UK policy priorities, including a robust and effective Common Foreign and Security Policy (CFSP) which complements NATO.</p>
<p>PSA 9 Effective advice on, support for, and delivery of Government objectives across the full range of the UK's international interests through a viable and responsive network of diplomatic Posts. Increased influence overseas and improved perceptions of UK and HMG policies, as measured by opinion polls.</p>	<p>Not rolled forward as a PSA target. Effective diplomatic activity underpins the delivery of all FCO targets</p>
<p>PSA 10 Effective and efficient consular and entry clearance services, as measured by specific underlying targets.</p>	<p>Rolls forward and becomes PSA target 9</p> <p>PSA 9 Effective and efficient consular and entry clearance services, as measured by specific underlying targets.</p>
<p>PSA 11 Improvement in the governance, environment and security of the overseas territories, and more diversified economic development, as measured by implementation of the commitments in the 1999 White Paper.</p>	<p>Not rolled forward as a PSA target.</p>
<p>PSA 12 Improve value for money across the full range of FCO, BBC World Service and British Council activities by achieving year on year efficiency gains of 2.5%.</p>	<p>Efficiency taken forward through the Government's agreed efficiency targets</p> <p>The Efficiency Technical Note can be found on our website. www.fco.gov.uk</p>

Appendix C: SR04 PSA Targets

AIM

To work for UK interests in a safe, just and prosperous world.

Objective I: A world safer from global terrorism and weapons of mass destruction (WMD).

1. To deter, check and roll back programmes for the development of WMD and related delivery systems in countries of concern, and to reduce the supply of, and demand for, such weapons world-wide.
2. To reduce the risk from international terrorism so that UK citizens can go about their business freely and with confidence.

Objective II: Protection of the UK from illegal immigration, drug trafficking and other international crime.

Objective III: An international system based on the rule of law, which is better able to resolve disputes and prevent conflicts.

3. By 2008, deliver improved effectiveness of UK and international support for conflict prevention by addressing long-term structural causes of conflict, managing regional and national tension and violence, and supporting post-conflict reconstruction, where the UK can make a significant contribution, in particular Africa, Asia, Balkans and the Middle East. **Joint with the Ministry of Defence and the Department for International Development.**

Objective IV: An effective EU in a secure neighbourhood.

4. A reformed and effective (post-enlargement) EU, as measured by progress towards achieving UK policy priorities, including a robust and effective Common Foreign and Security Policy (CFSP) which complements NATO.
5. Play a leading role in the development of the European Security Agenda, and enhance capabilities to undertake timely and effective security operations, by successfully encouraging a more efficient and effective NATO, a more coherent and effective European Security and Defence Policy (ESDP) operating in strategic partnership with NATO, and enhanced European defence capabilities. **Joint with the Ministry of Defence.**

Objective V: Promotion of UK economic interests in an open and expanding global economy.

6. By 2008, deliver a measurable improvement in the business performance of UK Trade and Investment's international trade customers, with an emphasis on new to export firms; and maintain the UK as the prime location in the EU for foreign direct investment. **Joint with the Department of Trade and Industry.**

Objective VI: Sustainable development, underpinned by democracy, good governance and human rights.

7. To increase understanding of, and engagement with, Islamic countries and communities and to work with them to promote peaceful political, economic and social reform.
8. To promote sustainable development, underpinned by democracy, good governance and human rights, particularly through effective delivery of programmes in these and related fields.

Objective VII: Security of UK and global energy supplies.

Objective VIII: Security and good governance of the UK's Overseas Territories.

Objective IX: High quality consular services to British nationals abroad. Effective regulation of entry to, and settlement in, the UK in the interests of sustainable growth and social inclusion. (Entry clearance through UK Visas.)

9. Effective and efficient consular and entry clearance services, as measured by specific underlying targets.



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