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Commonwealth
Office

Global Opportunities Fund

Annual Report 2003-4



Front cover: photographs of UK-based and local staff involved in GOF project management overseas.



Global Opportunities Fund Annual Report 2003-4

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

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Foreword



Foreword by the Foreign Secretary

The Foreign and Commonwealth Office can only achieve its objectives today by backing

diplomacy with practical action on the ground; and by engaging with the widest-possible range of people and organisations, inside and outside government, and at all levels from the international to the local. That makes projects and their good management an increasingly important part of our work.

So we promote human rights internationally not just through our diplomatic action in the EU or UN, or with the governments concerned – but also through training lawyers in Egypt or opposition candidates in Belarus. Regional police training centres in South-East Asia, or workshops for forensic experts, help us to tackle terrorism. In the Palestinian Authority, we are helping to implement the Roadmap peace plan by designing weapons-collection programmes aimed at getting guns off the streets. In India, we support a project which helps Himalayan villagers to buy solar lighting – one of many initiatives aimed at increasing the use of renewable energy. In emerging markets such as China, Mexico or Argentina, we support programmes to improve transparency and good economic

management, or to tackle money-laundering, thus helping to build better conditions both for local people and for British and other international businesses operating in those countries.

These are just a few examples of the projects which the Foreign and Commonwealth Office supports. There are many more in this report. Such projects are often small in scale, and focussed on a particular area or group. But taken together, they add greatly to what we can achieve with the tools of more traditional diplomacy.

I launched the Global Opportunities Fund (GOF) in May 2003 to focus the FCO's programme spending more closely on our priorities; and to bring greater professionalism to our project and programme management.

Over a year on, the GOF has made an impressive start. That is thanks not least to the dedication and expertise of our staff both in London and in our posts abroad.

But we have also learnt valuable lessons – notably the need to get staff in place quickly, and to improve communication throughout the network and with the outside organisations with whom we work. We are already putting those lessons into effect. And doubtless we will learn more as the operation of the GOF continues.

This report sets out what we have achieved with the GOF and what we aim to achieve in the future. I commend it.

Executive Summary

The Foreign Secretary launched the Global Opportunities Fund (GOF) in May 2003. It is now the largest project-related programme budget run by the Foreign and Commonwealth Office (FCO). The overall purpose of the Fund is to support the UK's international policy priorities through projects that help develop long-term sustainable partnerships in key countries.

During Year 1 of the Fund, the financial year 2003–4, projects were co-ordinated through:

- the Counter-Terrorism programme
- the Climate Change and Energy programme
- the Reuniting Europe programme
- the Engaging with the Islamic World programme
- the Strengthening Relations with Emerging Markets programme.

The Counter-Terrorism (CT) programme was set up to support the FCO's work on counter terrorism after the terrorist attacks on the World Trade Center on September 11, 2001. One of the main objectives of the programme is to increase international capacity to counter terrorism and other threats in support of UK bilateral and multilateral security objectives. It also addresses particular threats and works to meet national commitments in support of global efforts to counter international terrorism.

In Year 1 the programme funded 61 projects worldwide, especially in the areas of operational counter-terrorism

assistance, wider capacity building and work in support of UNSCR 1373. It has contributed to building the counter-terrorism capacity of key countries and been influential in the work of the UN CT Committee, the G8 CT Action Group and the EU Council of the European Union Working Party on Terrorism.

It is now widely accepted that greater use must be made of energy efficient fuels and renewable energy, with a consequent reduction of global reliance on fossil fuels. The Climate Change and Energy (CCE) programme supports work on climate change, energy efficiency, renewable energy and energy security projects. It aims to promote the UK's global climate change goals, to promote change in the governance of international energy resources and to increase international and regional collaboration on energy sector governance in support of the UK's global climate change objectives.

In Year 1 the programme funded 30 projects; the majority of its funds were devoted to developing the Renewable Energy and Energy Efficiency Partnership (REEEP), which is the programme's most important project to expand the global market for renewable energy and energy efficiency.

The British Government is a strong advocate of the enlargement of the European Union, and the Reuniting Europe programme has been set up to spread the benefits of EU membership more widely. The programme works in 21 countries on the path to EU integration,

in particular in the areas of democracy and the rule of law, justice and home affairs, and economic reform.

In Year 1 the programme funded 51 projects. Their emphasis varied, depending on the stage the country involved had reached in integrating with the EU – whether poised to join on 1 May 2004, pursuing membership negotiations or subject to an association agreement or neighbourhood relationship with the EU. A number of intervention methods were trialled. One successful experiment was in trilateralism: working alongside a prospective new EU member state in a third country in the former Soviet Union or Western Balkans.

The Engaging with the Islamic World (EIW) programme was established to support the FCO's lead within government to encourage positive engagement with the Islamic world and political and economic reform in Arab countries. The programme aims to strengthen the rule of law, promote good governance and increase the participation of women in the democratic process within the countries in which they live. A general, long-term aim is to establish partnerships for reform throughout the Islamic world.

In Year 1 the programme funded 26 projects, which focused on Islamic countries in North Africa and the Middle East; this geographical coverage will expand to cover other countries in Year 2. The programme emphasises the importance of supporting reform that has been called for locally as well as reform that meets government objectives.

The Emerging Markets (EM) programme was established to strengthen governance

in the most important of the countries with emerging markets, so that they sustain economic growth and development. Key programme countries are Argentina, China, India, Indonesia, Mexico, Nigeria, Russia, South Africa and South Korea, which are seen as strategic partners for the UK on global issues. The main priority has been to work more effectively with the programme countries to strengthen economic governance, democracy and human rights.

In Year 1 the programme funded 48 projects, focusing on areas of economic governance and prosperity, political governance and rule of law, and environmental governance. Good working relations have been established in several areas, which will be built on in Year 2.

The FCO received £120 million for GOF over financial years 2003–4 to 2005–6 (throughout this report financial years are implied in dates such as 2003–4). This was increased to £164 million when a number of existing programme budgets were folded into the Fund. Deductions to cover administration and other FCO obligations (for example, international subscriptions) left £118.8 million (£24.7m/£37.8m/£56.3m for each of the three financial years funded) to spend on projects. In Year 1, after honouring outstanding commitments as well as supporting new initiatives such as the Afghanistan Drugs Strategy, the total spent on the five new programmes was £9.6 million.

All GOF programmes are managed by teams based in FCO London. The teams receive project proposals either from FCO staff based in priority posts abroad or from outside the FCO (from bodies such

as non-governmental organisations or community-based organisations). They then enlist the help of programme boards (made up of representatives from FCO Directorates, other government departments and civil society) who are responsible for assessing the quality, value for money and suitability of projects against FCO priorities and objectives.

The GOF Steering Group (GSG) is responsible for ensuring that programme teams are working towards and achieving GOF objectives. It can create new or close existing programmes and may authorise the strategic movement of money between programmes. The GOF Advisory Panel (GAP) provides general advice to programme teams, posts and project implementers. The GAP reviews GSG papers and provides recommendations in advance of its quarterly meetings.

The GOF Central Management Team (CMT) is based in London and reports to the Director, Global Issues (who is also the senior responsible officer for the GOF). The CMT works closely with the entire GOF network. It co-ordinates the funding for GOF and promotes best practice programme and project management. It also leads on monitoring and evaluation, training and publicity, and is secretariat to the GOF Steering Group.

Year 1 of GOF focused primarily on the basics: getting the right infrastructure in place, recruiting staff at home and overseas, developing best practice guidance, delivering training and launching web and intranet sites. It is significant that alongside this activity the GOF also reached a full spend of its budget with the five programmes supporting in the region of 200 projects

in 60 countries.

This success was brought about through constant communication and team working, rigorous financial management and the hard work of staff at home and overseas in ensuring that the right projects were selected. The GOF has also been a catalyst for discussion on issues of common interest between all programme budgets, resulting in practical benefits such as a jointly agreed project proposal form between the main funds.

This hard work will continue in Year 2. Highlights will include a new Human Rights, Democracy and Good Governance programme and the recruitment of a monitoring and evaluation adviser to the CMT. In addition, a database for projects worldwide will be launched and an official manual created to provide an easy reference to all things GOF. A series of stakeholder surveys and seminars for staff and civil society will also take place.

The Global Opportunities Fund: background and funding

Background

Purpose

The Foreign Secretary launched the Global Opportunities Fund (GOF) in May 2003 and it is now the largest programme budget run by the Foreign and Commonwealth Office (FCO). Only the Conflict Prevention Pools, which are trilaterally run by the FCO, Department for International Development (DFID) and Ministry of Defence (MOD), are bigger.

The overall purpose of the GOF is to support the UK's eight international policy priorities through projects that help develop long-term sustainable partnerships in key countries. Though tiny compared with some of the larger donors, the GOF strives to achieve impact with well-targeted funding for single or multi-year projects at either a national, regional or global level. To ensure strategic focus, projects are run through programmes managed by programme teams based in relevant FCO policy departments. Activity abroad is co-ordinated by our network of UK diplomatic missions.

All programmes must show a clear link to the FCO's Public Service Agreement targets and the FCO Strategy launched by the Foreign Secretary in December 2003 (www.fco.gov.uk/strategy).

The launch of the GOF brought about a greater focus on the way the FCO tackled policy-related project management within programme budgets. We provided funds to support the necessary administrative

capacity required to run large programmes of projects, specialised training was developed and strict financial controls were introduced.

GOF programmes

During Year 1 of the GOF – financial year 2003–4 – projects were co-ordinated through five thematic programmes with the stated objectives:

- *Counter-Terrorism (CT)* to increase international capacity to counter terrorism and other threats in support of UK bilateral and multilateral security objectives
- *Climate Change and Energy (CCE)* to promote change in the governance of international energy resources and systems to help secure the UK's medium-term global climate change and energy security objectives
- *Reuniting Europe (RE)* to invest in and support those countries on the path to EU membership while they are most open to change, in order to further the UK's overall EU policy objectives
- *Engaging with the Islamic World (EIW)* to strengthen the rule of law, promote good governance and increase the participation of women in decision-making
- *Strengthening Relations with Emerging Markets (EM)* to strengthen economic governance, democracy and respect for human rights in the countries concerned and to work more effectively with them in pursuit of shared interests.

Funding

Funding for GOF and other programme budgets

The FCO received £120 million of new money for financial years 2003–4, 2004–5 and 2005–6 (£20m/£40m/£60m) to fund the GOF. To avoid duplication and increase the impact of the fund the FCO rationalised some existing programme budgets. From 2003–4, the Human Rights Project Fund (HRPF), Environment Project Fund (EPF) and the FCO’s grant-in-aid to the Westminster Foundation for Democracy (WFD) were folded into the GOF. This provided a grand total of just over £164 million (£34.7m/£54.8m/£74.8m) for the three years funded.

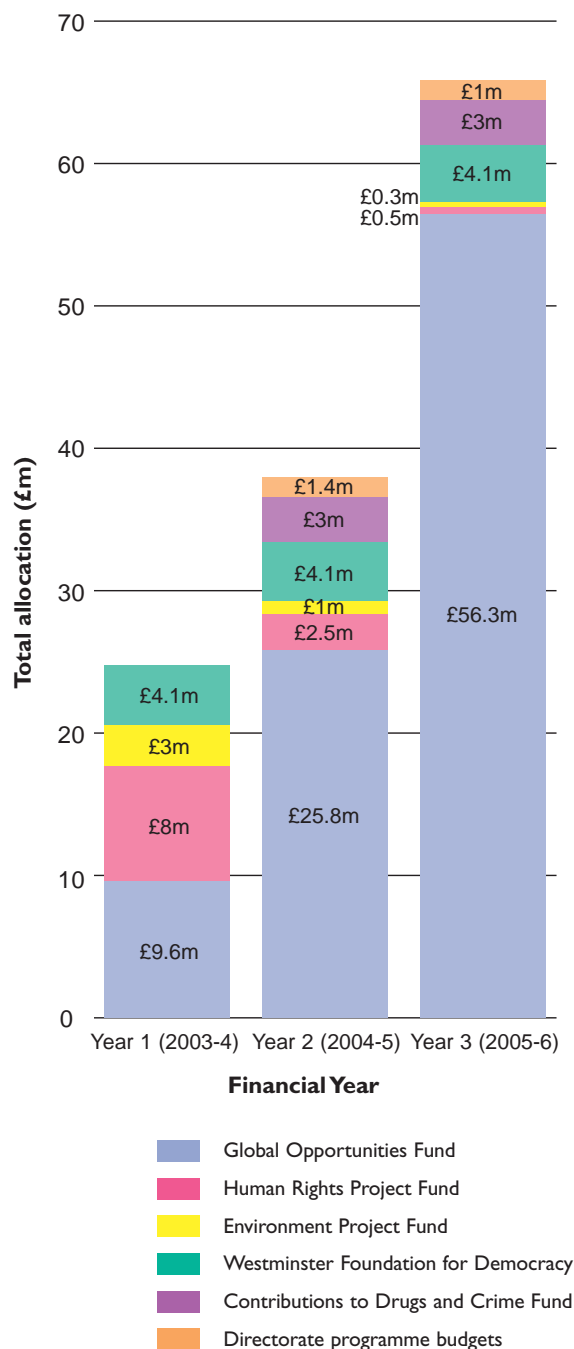
Deductions and ongoing commitments

Each year £2 million is put aside for administration costs to support the work of the Fund (staff and other running costs, training, communication and so on). Other deductions, in agreement with the Treasury, have been made to meet inescapable pressures on the FCO (payments to international subscriptions, to the FCO Reserve, and other demands on the FCO network). This expenditure leaves a residual budget of £118.8 million (£24.7m/£37.8m/£56.3m) for project work.

These funds are allocated to the five GOF programmes (£9.6m in Year 1) and used to honour a number of ongoing, but reducing commitments to multi-year projects from the HRPF (£8m) and EPF (£3m) as well as maintaining support to the WFD (£4.1m) through grant-in-aid. The Fund is also supporting FCO priorities outside the GOF programmes such as its £3 million annual contribution to the Afghanistan Drugs Strategy. See

Chart A for Consolidated GOF expenditure on projects for Spending Round 2002.

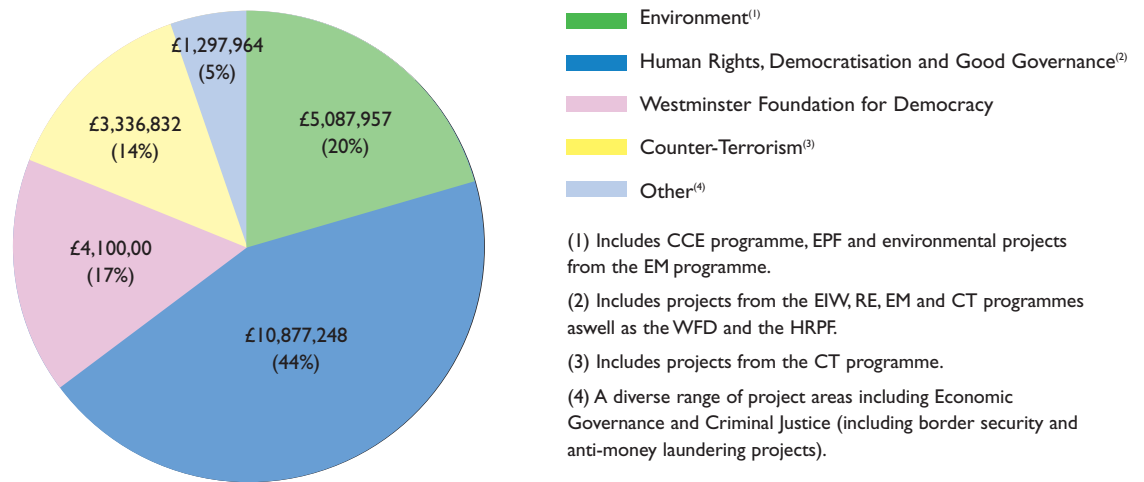
Chart A: Consolidated GOF Expenditure on Projects for Spending Round 2002



Thematic spend

It has been possible to capture spend for Year 1 by theme. Chart B indicates that 44 per cent of expenditure has been spent on human rights related projects.

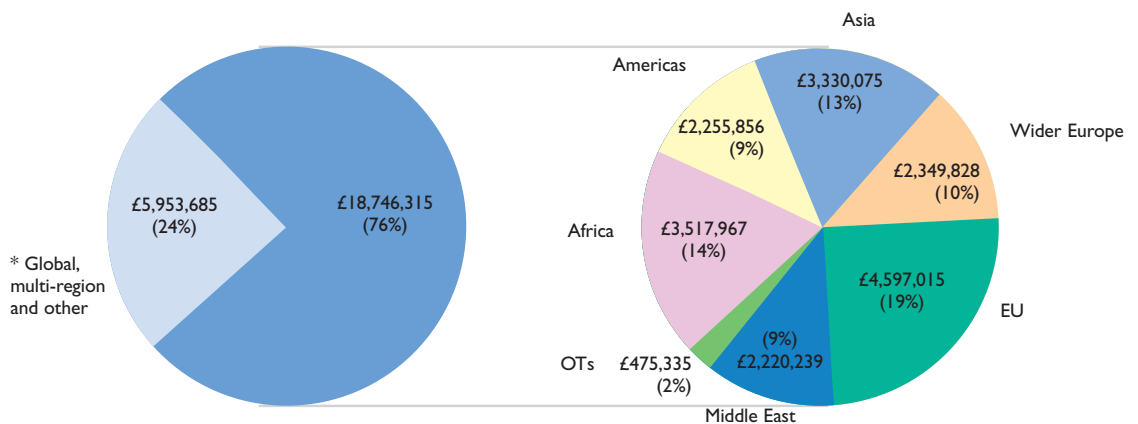
Chart B: GOF Spend Year I (2003-4) by theme (1)



Spend by geographical region

Chart C depicts Spend for Year 1 by geographical region. The chart indicates that the highest proportion of funding as a result of the GOF RE programme and a significant proportion of the WFD grant-in-aid went to projects in EU accession countries as well as Bulgaria, Romania and Turkey.

Chart C: GOF Spend Year I (2003–4) by geographical region



* This includes global and multi-regional projects (such as the REEEP project and counter-terrorism initiatives) and WFD administration costs.

Programme allocations

Chart D shows the allocation for the five programmes for Year 1.

Chart D: programme allocations for Year 1 (2003-4)

Programme	Programme allocation (Year 1)
Climate Change and Energy*	£1,746,000
Counter-Terrorism	£3,192,000
Strengthening Relations with Emerging Markets	£1,496,000
Engaging with the Islamic World	£1,520,000
Reuniting Europe**	£1,698,000
Total	£9,652,000

Notes

To avoid an underspend, some funds were transferred between programmes and other budgets mid-year.

*Climate Change and Energy uplifted from original allocation of £1,596,000 by £50,000 from the HRPF and by £100,000 from Emerging Markets.

**Reuniting Europe uplifted from original allocation of £1,596,000 by £50,000 from the HRPF and by £52,000 from EU Directorate's Programme Budget.

The GOF Counter-Terrorism programme

Background

The Counter-Terrorism (CT) programme was designed to support the FCO's policy focus on counter terrorism work post 9/11. The programme concentrates on tackling the threat from terrorism to the UK's national and international interests. It is the main vehicle for the FCO to deliver one of the key interventions within the Government's long-term CT strategy to help nations overseas improve their security and CT capacity.

This support allows the programme to address specific threats as well as to fulfil high level political commitments required by the United Nations (UN) CT Committee, the UN Security Council Resolution (UNSCR) 1373 and the G8 CT Action Group to support global efforts to counter international terrorism. Work was already well in hand to develop CT country strategy papers for key countries before the GOF CT programme started. These papers have formed the policy frameworks within which CT Assistance is delivered. GOF has since matched this policy drive with finance to unlock the UK's considerable CT expertise.

Objectives and geographical coverage

The objectives of the programme are to increase international capacity to counter terrorism and other threats in support of UK bilateral and multilateral security objectives. This work is focused in the following regions:

- the Middle East and North Africa
- the East and Horn of Africa
- South East Asia
- South Asia.

Project activity

The budget for Year 1 was £3,192,000. During the first year the programme has funded 61 projects worldwide. The programme has supported project activity directly relevant to achieving the FCO's and HMG's CT objectives in the areas of:

- *operational CT assistance* primarily delivered bilaterally by UK counter-terrorism experts in government, the police and military; typical assistance projects include CT law enforcement, CT crisis management, aviation security, hostage and crisis negotiation and bomb disposal
- *wider capacity building* the sustainability of projects will often depend on wider capacity building initiatives across the security sector; programme funds have been used in support of this objective and activities have included wider police training and other security sector work
- *UNSCR 1373 CT assistance* in support of the work of the UN CT Committee, assistance programmes are delivered to raise global standards of CT capacity in the areas of CT legislation, combating the financing of terrorism, charity regulation, border control and counter proliferation.

Operational CT assistance

Project work in operational CT assistance aims to reduce the threat posed by terrorism to the UK and its interests directly. The Government has helped to train indigenous security agencies and has developed partnerships in Algeria, Indonesia, Kenya, Morocco, Saudi Arabia and Yemen.

In Malaysia, previous specifically targeted projects are now being developed into a long-term operational capacity building programme for key units within the Royal Malaysian Police Force. High-value projects to advise governments in Saudi Arabia, Kenya and elsewhere in protection of civil aviation against the threat from man portable air defence systems are also now being extended into wider capacity building programmes in aviation security.

Wider capacity building

The programme funds the work of expert international organisations in a range of priority countries to build institutional capacity, which directly benefits the CT efforts of that government. Funding for the International Organisation for Migration (IoM) in the South East Asia region is helping selected countries develop immigration investigation units and border management units and procedures. The purpose is to reduce the ability of terrorists and their supporters to navigate porous borders and use false documentation. The IoM manages a global programme assisting key states to implement maritime security guidelines and procedures.

The programme also supports the establishment and operation of regional CT training centres, two of which are presently in Kuala Lumpur and Jakarta.

The secondment of UK experts in these centres helps develop CT capabilities as well as to identify other vulnerabilities that need to be addressed. UK expert CT support or secondees have also been agreed for deployment in Kenya, the Philippines and Thailand.

UNSCR 1373 CT Assistance

The work of the Commonwealth Secretariat, funded by GOF, to assist key Commonwealth states to meet their legislative and administrative obligations under UNSCR 1373 continues into its second year. The project focuses on ensuring that once legislation is developed the police, prosecutors and judiciary have the necessary skills to use it.

The programme is making a significant contribution to building the CT capacity of key countries. It has given the UK real influence in international co-ordination to ensure that international efforts are synchronised and complementary in:

- the UN CT Committee
- the G8 CT Action Group (for which the GOF CT programme manager is the UK representative)
- the EU Council of the European Union Working Party on Terrorism.

Outcomes envisaged

The success of the programme will be measured in the following ways:

- increased awareness of the scale and nature of terrorist threat attributable to UK action and leading to more robust action by the international community
- evidence of increasingly effective CT capacity in those countries most at threat from terrorism where UK help is

provided through GOF CT funded programmes

- establishment of more effective international systems for targeting terrorist financing as a result of UK pressure
- improved systems for advising the UK public travelling abroad and UK business overseas about the terrorist threat and of protective security measures
- the development of effective crisis management systems in target countries
- G8 summit agreement on a rigorous aviation security agenda.

Programme progress

The programme has successfully evolved throughout its first year to respond to changing requirements of UK CT policy. The essence of the programme, ‘to build the CT capacity of key countries’, has remained. But the process through which this has been achieved has adapted to the realities of both the terrorist threat and an understanding of how programme activity can support FCO policy objectives.

The programme aims to address immediate threats to the UK and its interests overseas as well as to help develop long-term CT capability in key countries and regions around the world. Activity in this area also complements and is co-ordinated with other programme work within the FCO. This includes project work undertaken by the GOF Engaging with the Islamic World (EIW) programme and the Global Conflict Prevention Pools, as well as activity in other government departments such as DFID and British Council.

Forward look to Year 2 (2004–5)

The CT programme is key to creating an environment overseas in which terrorists cannot operate, thereby protecting the UK’s national and international security interests. It will continue to work in partnership with the EIW programme in these areas. The long-term sustainable nature of the programme is essential to ensure the success of this approach.

The CT programme will continue to identify new CT opportunities identified from the country strategy papers, as well as building on the successes of Year 1.

Budget for Year 2

The programme budget for Year 2 is £7.2 million.

Legislative Capacity Building for Counter Terrorism (Commonwealth Secretariat)

Purpose

The purpose of this three-year project is to provide assistance to key states to draft and implement domestic CT and other relevant legislation. The project will also provide training for the police, prosecutors and judiciary in the enforcement of such legislation.

Target audience

The target audience is the police, prosecutors and judiciary in key countries including Bangladesh, India, Indonesia, Kenya and Malaysia.

Funding

The project has received total funding of £1.5 million from 2003–4 to 2005–6 (£500,000/£500,000/£500,000).

Main activities

The main activities are to:

- provide advice to legal draftsmen
- train workshops for identified officials
- train trainers in the drafting of legislation

- develop course content and curriculum for on-going training requirements
- facilitate expert secondments between countries and regions to share best practice.

Outputs

Outputs are:

- improved capacity within key countries to prevent, investigate and prosecute terrorist offences
- enhanced information sharing and international co-operation
- reduction of human rights violations arising in reaction to terrorist incidents.

Long-term impact

The long-term impact of this project is to enhance the capacity of key countries to prevent and combat terrorism, in a manner consistent with fundamental rights and the rule of law, and to improve information sharing and regional and international co-operation.

Regional Aviation Security Workshop (TRANSEC, Dept for Transport)

Purpose

The purpose of this one-year project was to share UK and international best practice for safeguarding national and international civil aviation at airports with officials from Kenya and other key East African states. The project will encourage these partners to develop and implement policies and operational methods to identify and improve weaknesses within their systems.

Target audience

The target audience is national aviation security officials from government, civil aviation bodies, police and other security organisations.

Funding

Funding was £25,000 for 2003-4.

Main activities

The main activities were the provision of a one-week workshop advising and assisting officials from key countries on the development of procedures and doctrines to improve national aviation security capabilities.

Outputs

The main output of the first workshop was the development of clear guidelines and doctrines on aviation security, which have formed the basis of national procedures. Further workshops are being considered to examine other areas of potential capacity building that the UK could support.

Long-term impact

The long-term impact of this project is to increase the capability of countries in East Africa to safeguard international civil aviation against acts of criminal or terrorist activity.

Completed and ongoing projects for Year 1

This section highlights some of the key projects that were completed during 2003–4 as well as those which are multi-year.

Egypt

Combating Financing of Terrorism and Anti-Money-Laundering Training

The main aim of this one-year project was to produce a course in Arabic for investigators combating financing of terrorism (CFT) and anti-money-laundering, tailored for Egypt and the Middle East North Africa region. In addition, a small group of trainers were brought together to deliver the course to Egyptian and other regional CFT and anti-money-laundering authorities. Early outcomes indicate that this training has provided a springboard into the discussion of other counter-terrorism and CFT issues. Expenditure in 2003–4: £10,639.

Greece

Exercise Blue Odyssey

The aim of this one-year project was to help Greece's Olympic Games Security Directorate (OGSD) stage a live counter-terrorism exercise in Athens. The purpose was to test Greece's contingency plans for dealing with a chemical, biological, radiological or nuclear terrorist incident during the Olympic Games in August 2004. The exercise took place in December 2003. As a consequence the Greeks were able to make the necessary improvements in their planning processes.

The long-term impact of this project is that the OGSD and the Greek police were better prepared to deal with a terrorist incident during the Games, and they now have the confidence to handle such incidents should they arise in the future. Expenditure in 2003–4: £114,737.

Olympics Security Unit

This was a multi-year project to support the Greek Government's efforts to ensure the security of the Olympic Games. The project aimed to provide direct operational CT assistance to Greece and offered wider capacity building in the same field. The short to medium-term outcome was the improvement of Greece's capability in these areas, including enhanced safety for all those involved in the Games. The long-term impact will be the improvement of Greece's law enforcement and CT capacity, and greater knowledge and expertise for the UK on policing and security for the Olympics, which may be of use in London in 2012. Expenditure in 2003–4: £61,097.

CT Investigative Training

This one-year project provided further UK help to the Greek authorities in the investigation of the murder of Brigadier Stephen Saunders. The purpose was to remain engaged throughout the November 17 defendants' trial and any future appeal process. The trial changed the Greek public's perception of terrorism at a time when Greece was preparing to host the Olympic Games. Expenditure in 2003–4: £28,249.

Hong Kong

Counter Terrorist Financing Conference

The United Nations has praised Hong Kong for its work on counter-terrorist financing but has reported that it is still a major hub for terrorist financing in and through South East Asia. The purpose of this one-year project was to co-ordinate a visit by a team of experts from UK financial institutions to meet financial experts in Hong Kong. The long-term aim of the project is to close down Hong Kong as a financial centre for terrorist financing. Expenditure in 2003–4: £8,529.

India

Rogue Patriot Observers Exercise

The aim of this one-year project was to provide UK help for India to develop its own crisis management exercise system. Activities included familiarising key CT policy planners and implementers with UK CT techniques, including the implementation of mock exercises. Outputs of this project will lead to further exchanges at expert level and will expose senior officials to ‘best practice’ in crisis and terrorist incident management. Outcomes are policy debates in India on how to develop their own crisis management strategies. Expenditure in 2003–4: £8,865.

Forensic Conference

This one-year project aimed to increase awareness of the use of preventative forensic science in CT activities, and to assess requirements for further training and sharing of expertise in the field of forensic science. It has led to a series of

training and other co-operative events in forensic science as part of the UK Government’s CT efforts. Expenditure in 2003–4: £6,866.

Indonesia

Migration Investigation Unit

Terrorism has become a major concern to Indonesia in the current global environment and since the terrorist attacks of 11 September 2001 in the United States and 12 October 2002 in Bali. The purpose of this multi-year project is to enhance the capacity of the Indonesian Government to monitor, report and combat irregular migration by establishing a functional analysis and investigations unit. It is intended that the Migration Analysis and Investigations Project will deliver an enhanced capacity to combat irregular migration through the availability and effective use of immigration intelligence for a number of key issues. These include guiding policy and procedural operations, which facilitates the identification and apprehension of those involved in trafficking of people and tackling other transnational crime. Expenditure in 2003–4: £77,500.

Jordan

Counter Terrorism Border Controls

This one-year project has provided equipment and training for personnel to identify forged papers and currency at their borders. The long-term aim is to reduce the number of illegal entries into Jordan and onward travel to Iraq. Expenditure in 2003–4: £126,015.

Kenya

General Service Unit for Aviation Security (Training and Equipment)

This one-year project identified areas in which to improve security at Jomo Kenyatta International Airport. Expenditure in 2003–4: £18,643.

Counter Terrorism Capacity Building Visits

This is a multi-year project, which takes forward UK CT assistance activity in support of Kenya's CT strategy. Expenditure in 2003–4: £40,336.

Malaysia

Counter Terrorism Policing Phase 1

This one-year project aims to share UK best practice on forensic evidence (such as post-blast procedures, interview techniques, agent handling and the investigation of terrorist finance) with the Malaysians responsible for CT investigations. The project will also explore possibilities for a longer-term capacity building programme to build further links between the UK and Malaysian CT personnel. The outputs are a capacity building programme designed to transfer relevant skill sets to lead to more effective CT policing in Malaysia. Expenditure in 2003–4: £81,042.

Counter Terrorism Crisis Management

The aim of this one-year project was to explain the UK approach to consequence and crisis management of a major terrorist incident to Malaysian emergency planners. The purpose was to raise

Malaysian awareness of the key issues and identify areas for further development. Outputs are for Malaysia to develop a CT crisis management capacity to cope with serious incidents effectively (including good inter-government co-operation, an established training programme and the assessment of risk and new threats). Expenditure in 2003–4: £105,711.

Explosive Ordinance Training for Royal Malaysian Police

The Royal Malaysian Police is the agency responsible for bomb disposal within Malaysia. The purpose of this one-year project was for Malaysian police officers to attend the British Army's International Officers Advanced Explosive Ordinance Course. This training has added to their capacity to deal with suspect bombs safely and effectively. The impact is that both Malaysia and British interests located there are better protected from bombs. Expenditure in 2003–4: £7,783.

Pakistan

Police Training: Needs Assessment

This was a one-year project to explore the possibility of a long-term capacity building programme to improve the capabilities of law enforcement agencies to counter terrorism in Pakistan. The project included a scoping visit by UK experts to Pakistan and the delivery of a multi-year training package by the UK to improve CT specific and basic policing skills. A report has been produced that sets out a proposed multi-year assistance package. Expenditure in 2003–4: £22,680.

Palestinian Authority

Weapons Collection

The aim of this one-year project was to advise Palestinian officials on options for confiscation, registration and disposal of illegal weapons in the Occupied Territories, to enable them to meet their commitment under Phase 1 of the Roadmap on weapons collection. Recommendations for further UK assistance have been made to the Palestinian Authority and a report has been produced for the FCO and MOD to share conclusions with the US State Department. Expenditure in 2003–4: £5,613.

Counter Terrorism Finance Training

This was a one-year project whereby the UK provided experience of terrorist financing investigations and has assessed the possibility of a training programme with the Palestinian Authority. As a result the Authority has an increased awareness of how to tackle terrorist financing activities and has agreed to work in co-operation with UK. Expenditure in 2003–4: £6,139.

Philippines

Senior Investigating Officer Course

In this one-year project UK training methods for the investigation of terrorist crimes were explained to the Philippines National Police (PNP). The purpose was to improve the investigative skills of a small team of officers, to cascade their skills and to encourage the PNP to develop an internal training programme. Outputs are that a successful two-week training course for 20 PNP officers has been delivered and UK best practice is now better understood. In the long term a

more advanced in-house training package will be developed, which will lead to an improved skill-base across the PNP. Expenditure in 2003–4: £31,782.

Counter Terrorism Project Manager

The aim of this one-year project was to ensure that the Embassy has staff resources in place to develop, implement and evaluate effectively the first year of GOF CT programme projects in the Philippines. A locally employed member of staff was appointed in November 2003. Contract objectives will be assessed by the end of October 2004. Expenditure in 2003–4 £1,663.

Nigeria

Financial Action Task Force Assessment Visit

In this one-year project the Counter-Terrorism Action Group identified Nigeria as a priority country for counter terrorist financing technical assistance. A visit to Nigeria has taken place, which enabled a report on technical assistance needs to be written. This report has also formed part of the UK's contribution to the Working Group on Terrorist Finances. Expenditure in 2003–4: £6,784.

Russia

UK Seminar on Forensic Explosives Evidence

The aim of this one-year project was to fund a Russian expert to participate in an international seminar on forensic explosives evidence best practice. An international network of experts was established to help develop post-explosion scene management. Expenditure in 2003–4: £1,036.

Saudi Arabia

Rogue Patriot Observers Exercise

The objective of this one-year project was to familiarise senior Saudi officials involved in security issues with UK CT techniques, including the purpose and implementation of mock exercises. The officials now understand CT policy, strategy and implementation best practice, as well as the UK's methods of exercising, testing and honing the CT response. Expenditure in 2003–4: £860.

Singapore

Ring of Steel Visit

This one-year project was set up to share UK best practice for securing metropolitan business districts with the Ministry of Home Affairs and the Singapore Police Force. The project has also forged operational links with CT forces, which will result in enhanced policy and operational co-operation. Expenditure in 2003–4: £1,200.

Terrorist Financing Investigation Course for Singapore Police Office

During this two-week course, post-blast investigation techniques and related standard operating procedures in terrorist financing investigation were studied. Activities included the refinement of Singapore Police Force (SPF) procedures so that knowledge could be cascaded to a wider region and a follow-up course run by the SPF. The impact of this project is improved skills and knowledge of terrorist investigation forensics. Expenditure in 2003–4: £45,000.

Thailand

Counter Terrorism Dialogue

This one-year project aimed to help the Thai Government counter the threat to UK interests by sharing best practice, focusing mainly on co-ordination between different agencies. Activities included enhanced bilateral dialogue and greater co-operation in these areas to influence the Thai approach to CT. The long-term aim is to improve Thai understanding and capacity to tackle terrorism. Expenditure in 2003–4: £26,961.

Multi-region

Hostage Negotiation

This multi-year project aimed to enable targeted national police forces to deal effectively and efficiently with terrorist related kidnaps in accordance with FCO objectives. The output is an improved response to hostage situations involving British nationals, to reduce the need to deploy Metropolitan Police Service officers. Expenditure in 2003–4: £28,792.

English Language Training

The English Language Training multi-year project was set up to teach English to military personnel in new and prospective NATO states for peacekeeping operations. This follows an approved programme of assistance. Expenditure in 2003–4: £777,581.

Commonwealth Secretariat CT Legislation

See feature project on p.14 for more details.

Regional Aviation Security Workshop (TRANSEC, Dept for Transport)

See feature project on p.15 for more details.

Cranfield Counter Terrorism Crisis Management

The objective of this three-year project is to increase capacity to tackle terrorism and other threats in support of UK bilateral and multilateral security objectives through crisis management training. The project is focused on those countries in which the greatest threat to UK interests exists and where most value can be added to co-ordinated international CT. Cranfield University has developed a standard syllabus and reference training materials for senior and middle managers. Subject to modifications and translation this can be delivered by regional or national staff colleges and academic institutions. It is envisaged that by Year 3 a network of delivery partners will be established, with Cranfield University acting as facilitator. Expenditure in 2003–4: £281,884.

UK Expertise in the Regulation of Charities

The GOF CT programme funded experts from the Charity Commission to attend high level discussions in Brussels on how to enhance wider international technical expertise in the regulation of charities and NGOs. The short-term output has been a better understanding within the EU of highly acknowledged UK approaches to the regulation of charities and NGOs and will lead to the development and implementation of a programme of technical assistance by the EU. Expenditure in 2003–4: £4,955.

The Climate Change and Energy programme

Background

Scientific studies suggest that in order to prevent serious climatic change there needs to be a cut in the order of 60 per cent in global greenhouse gas emissions by 2050. Any negotiable and effective regime to reduce emissions will eventually have to engage all major emitters of greenhouse gases. To achieve their full participation it is vital that countries consider that the shift to a low carbon economy can come at a manageable cost, and that the costs of inaction would be high. A key part of ensuring this will be to demonstrate the feasibility and cost-effectiveness of low carbon technologies by building a vibrant global market for them over the next few years. The barriers to this initial shift are not primarily economic and technological but political and institutional. To achieve this transformation will require a diversification of energy resources worldwide away from fossil fuels towards greater use of energy efficient fuels and renewable energy. This shift will not only contribute to the reduction in global greenhouse gas emissions but also promote a more secure and sustainable global energy market.

Objectives and geographical coverage

The Climate Change and Energy (CCE) programme supports work on tackling climate change, renewable energy (RE), energy efficiency (EE) and energy security projects. The programme focused on the

following countries in Year 1: Angola, Brazil, China, India, Indonesia, Kazakhstan, Mexico, Nigeria, Philippines, Russia and South Africa. The programme's objectives in Year 1 were to:

- promote the UK's global climate change goals, for example technologies that reduce emissions and create markets for renewable and efficient energies
- promote change in the governance of international energy resources
- increase international and regional collaboration on energy sector governance in support of the UK's global climate change objectives.

Project activity

The budget for Year 1 was £1,746,000. The programme has funded 30 projects around the world across its priority posts. The majority of funds were devoted to developing the Renewable Energy and Energy Efficiency Partnership (REEEP), which is the programme's flagship project. REEEP is a global partnership between governments, business and NGOs. It brings together stakeholders from across the world who are committed to working together to expand the global market for renewable energy and energy efficiency. It was initiated by the UK Government at the World Summit for Sustainable Development in August 2002 and launched as a global partnership in October 2003, after a series of stakeholder consultation workshops held in nine regions.

In addition to funding for the development of REEEP (including the Secretariat, workshop and launch costs) 15 projects were funded worldwide in Brazil, Central Asia, China, Ghana, India, the Philippines, South Africa, the UK and the US. A number of governments and organisations have also now contributed funds to REEEP.

The programme has funded two projects working on energy efficiency and Kyoto ratification and a number of energy security related projects designed to improve investment regimes and energy sector management. Investment in exploration, development and production is key to keeping oil and gas flowing.

Energy sector management includes, for example, the efficient use of energy resources and the transparent distribution of the revenues obtained. It could also include strategic oil stocking. The programme is also funding a major science and technology project in Japan working on co-operation between the Met Office and the University of Tokyo on climate change modelling and developing the hydrogen economy.

Outcomes envisaged

The main outcomes envisaged for the programme are:

- an acceleration in the global use of renewable energy and energy efficiency technologies, particularly in rapidly industrialising countries, including work with the REEEP
- key countries and businesses agreement to increase investment in developing new low-carbon technologies
- new strategic dialogues and programmes on energy efficiency and renewable energy with key countries,

which result in better management of resources and risks and more willingness to engage in discussions on actions to tackle greenhouse gas emissions.

Forward look to Year 2 (2004–5)

The FCO Strategy highlights the importance of the security of UK and global energy supplies by making it a discrete Strategic Priority (SP7). The CCE programme already contributes to the delivery of SP7, for example through the promotion of practical initiatives to develop sustainable energy technologies.

Objectives during Year 2 are:

- to promote a greater uptake of renewable energy and more efficient use of energy to help address climate change and enhance energy security, with emphasis on projects that help to consolidate REEEP as a self-standing partnership and to lever commitment and co-operation from other partners and initiatives to keep up REEEP's momentum
- to improve investment regimes and energy sector management, through political and economic reform, and a robust, resilient international energy infrastructure
- to launch new action to reinvigorate the international response to climate change. A key objective of the UK's G8 and EU presidencies in 2005 – the priorities are re-engaging the US entry into force of the Kyoto Protocol, EU action on Kyoto commitments and engaging developing countries.

Budget for Year 2

The programme's budget for Year 2 is £4.2 million.

The Renewable Energy and Energy Efficiency Partnership

Purpose

The Renewable Energy and Energy Efficiency Partnership (REEEP) is a worldwide partnership for accelerating and expanding the global market for renewable energy and energy efficiency systems and is the flagship project of the CCE programme. The work on REEEP is helping to deliver the UK's climate change, Energy White Paper and World Summit on Sustainable Development commitments by accelerating the global market for renewable energy and energy efficiency systems and promoting sustainable energy in developed and developing countries around the world.

Target audience

The target audience is governments, business, financial sector and civil society stakeholders worldwide.

Funding

The programme has funded 15 REEEP projects around the world at a cost of £500,000. A further £780,000 was provided for REEEP development during 2003–4 and £1.5 million will be available for these projects in 2004–5.

Main activities

Following a series of stakeholder consultation workshops held in nine regions, REEEP was launched by UK ministers as a global partnership in October 2003. Partners now include Austria, Germany, Ireland, the Netherlands, Spain, United States, British Petroleum and UN agencies. In addition, a number of regional secretariats will be set up around the world.

Long-term impact

The long-term aim is to further develop REEEP as a global partnership. FCO funding has been crucial in leveraging funds from other governments and donors – to date over £400,000 has been donated or pledged. The US has recently joined and this could draw in further donor support. The FCO is currently in discussions with the Department for Environment, Food and Rural Affairs (DEFRA) about scaling up REEEP with larger amounts of funding. FCO and DEFRA aim to attract substantial funding from EU partners to set up a €100 million REEEP facility. REEEP will also contribute to the Prime Minister's objective to make climate change a priority for the UK Presidencies of the G8 and the EU in 2005.

Examples of REEEP project activity

Sustainable development energy training for decision-makers – AEA Technology – Ghana – £85,775 (2003–4)

The aim of this one-year project was to support investment in rural renewable energy development by strengthening decision-making capacity and opportunities for the transfer of best practice. Activities included the development, testing and transferring of training modules (and associated training capabilities) to equip decision-makers with new skills and knowledge that will assist them to establish sustainable energy markets in Africa. Over 250 people were trained in Accra in a three-week period in March 2004.

Himalayan Lighting Initiative – environment, energy and enterprise ventures – India £26,333 (2003–4)

This project was set up to help communities who live at or below the poverty line in Himalayan areas to buy solar lighting. The main activities are training community advisers and bankers in the technical and financial issues, supporting employment of an adviser, defining a structure for growth of the programme and assessing the carbon emission reduction potential.

Solar Water-pumping for Irrigation – La Guardia Foundation – Brazil £27,800 (2003–4)

This two-year project developed a financing model to help provide solar (photovoltaic) powered water services to the drought-stricken north east of Brazil. The purpose of this pilot project is to demonstrate to policy-makers the type of financial model that will secure a revenue stream for the local community, thereby allowing it to pay for photovoltaic power in the long term. The project has identified local partners to install equipment in two states and carried out extensive discussions with other potential funders on the continuation and expansion to other states. To date there have been offers of potential support of US\$500,000.



Distribution of new solar lanterns in the Uttaranchal region

Support for the Russian Gas Industry to Participate in Kyoto Mechanisms

Purpose

The overall aim of this two-year project is to look at how to establish frameworks in Russia to reduce methane leakage from municipal gas pipeline distribution networks. A methodology is being elaborated for private business working in the gas sector to participate effectively in implementation of Kyoto Protocol Flexible Mechanisms (key provisions for achieving the environmental benefits of the treaty in a cost-effective manner). It aims to carry out a pilot low-cost investment programme to measure and reduce leakage in Kaliningrad, the results of which will be replicated in other regions across Russia.

Target audience

The target audience is the Economic Department of Administration of the President of the Russian Federation, the Ministry of Energy, the Ministry of Economic Development and Trade, the Ministry of Natural Resources, the Russian Regional Environmental Centre and 'Rosgasification' (the national municipal gas distribution company).

Funding

Funding for this project is £157,000 over FYs 2003–4 to 2004–5 (£125,000/£32,000).

Main activities

The first two stages of the project were completed at the end of 2003. These involved preparing an inventory of leakages and emissions, collecting and analysing examples of international best practice and regulatory guidelines and considering the potential for emissions reductions in Kaliningrad. Stage 3 consisted of analysing the economic and environmental issues of the reduction of leakages and emissions further, elaborating on the draft methodology for a greenhouse gas emissions inventory and implementing the pilot project for the reduction of methane leakages in the Kaliningrad gas networks. This was completed in March 2004 and the final stage, the dissemination of project results to the target audience, was completed in May 2004.

Long-term impact

This project will help Russian businesses prepare to participate in Kyoto flexible mechanisms and develop good practice to manage greenhouse gas emissions.



Measuring methane emissions at a gas distribution centre after installing new equipment

Completed and ongoing projects for Year 1

This section highlights some of the key projects that were completed during 2003–4 as well as those which are multi-year.

Angola

Community Development Solar Energy Project

This three-year pilot project was run by the Embassy in Luanda and BP to demonstrate the feasibility of providing solar (photovoltaic) energy for street and house lighting, water pumping and refrigeration to a resettlement village of 300 people (mainly ex-soldiers and their families) in Paranhos province. The equipment was installed in March 2004 and commissioning and training took place in April. The Embassy and the implementers are considering replicating the scheme in other provinces in Angola. Expenditure in 2003–4: £35,000.

Brazil

Water Pumping for Productive Use

See feature project on p.26 for more details.

China

Tradable Renewable Energy Certificates in East Asia

This two-year project follows up outcomes from the World Summit on Sustainable Development by supporting tradable renewable energy certificate (TREC) systems in East Asia. It is producing a number of reports on the various aspects

of using TRECs as well as delivering training and seminars in China for key stakeholders on how TREC and certified emission reduction systems operate. In addition, a guidance pack is being produced on how to establish a TREC system and develop a network of stakeholders for the effective dissemination of information. Expenditure in 2003–4: £21,100.

Clean and Renewable Energy Development

A three-year project to raise awareness of the environment and stimulate renewable energy in building design in China. China's building sector currently accounts for 23% of China's total energy use and is projected to increase to 33% by 2010. UK experience shows that significant energy saving in buildings can be achieved through energy efficient design. Outputs for the second and third year of the project will be producing a textbook on energy and environment in building design; setting up a series of lectures to MSc and PhD students at Chongqing University; organising of a study tour to the UK and staging an international seminar. Expenditure in 2003–4: £13,115.

China Financing Initiative

This one-year project was designed to create a Renewable Energy and Energy Efficiency Systems fund. It structured its first, targeted investment facility to mobilise resources from a variety of capital sources – such as governments, local development banks, commercial banks providing services to manufacturers, international financial

institutions and private investors. This fund will serve as a model for similar investment funds, at regional and state levels. Expenditure in 2003–4: £21,474.

Ghana

Sustainable Development Energy Training for Decision-makers

See feature project on p.25 for more details.

India

Himalayan Rural Lighting Initiative

See feature project on p.26 for more details.

India Renewable Energy Enterprise Development Fund

This one-year project established the India Renewable Energy Enterprise Development Fund (IREED) as an equity fund to enable businesses to set up renewable energy generation projects in India. Activities included the delivery of presentations to investors around the world; obtaining investment commitments for the fund; setting up the fund structures and preparation of the legal agreements. The outcome of this project is for IREED to channel funding from private investors into the renewable energy sector. Expenditure in 2003–4: £19,730.

Japan

Science and Technology Tackling Climate Change and other Challenges

This three-year project is intended to improve the capacity we have for modelling climate change regionally, thus improving the quality of impact predictions that can be made. The project had two main strands in 2003–4. The first

was to speed up substantially the pace of collaboration between the Met Office and the University of Tokyo on climate modelling using the Japanese super computer, the Earth Simulator. As a result of this the performance of the global climate model used at the Hadley Centre in the Met Office has already increased by a factor of two. The second strand has already led to strengthening of contacts between UK and Japanese researchers in fields related to the hydrogen economy (hydrogen as the basis for an energy system with low CO₂ emissions – as a fuel for road transport, heat and power generation and for energy storage). Overall, 11 different visits and events were funded involving a total of 43 researchers from the two countries. This project has greatly strengthened UK access to some of the leading centres of research in Japan. Expenditure in 2003–4: £77,352.

Philippines

Field Trials and Assessments of Supplement Fuels

The focus of this one-year project was on sugar cane mills in the Philippines currently powered using a mixture of bagasse (the residue after the extraction of juice from sugar cane) topped up with diesel and purchased electricity. Activities included field trials to test the viability of high efficiency cogeneration plants using various biomass materials for all year round production of power, which could be used by the mills and sold to the grid. This involved cane residue collection at the time of harvest and the establishment and management of dedicated wood plantations. The results of these trials were disseminated to farmers so that they could be used for replication in other

sugar cane growing areas of the world. Expenditure in 2003–4: £65,674. (Comment: A second phase of this project is currently being considered.)

Russia

Reform of the District Heating Sector, Russia

The aim of this two-year project is to identify policies that will lead to the removal of the district heating sector as a barrier to energy price reform in Russia. The heating and hot water sector accounts for over one-third of all energy use in Russia. It is hugely inefficient and heavily subsidised by the Government. Increasing energy prices to economic levels will not be possible until the inefficiency and the question of subsidies have been addressed. A seminar for senior policy-makers and stakeholders in Russia was held in 2003. Initial findings suggest that relatively simple improvements in efficiency in this sector could hugely reduce gas use, perhaps by an amount equivalent to 70% of the UK's annual demand. Saved gas could then be exported and help meet Europe's growing gas demand. The implementers are elaborating ways in which this issue can best be used to underpin a much larger TACIS project (an EU-funded programme of technical assistance to 12 countries in Eastern Europe and Central Asia). Expenditure in 2003–4: £25,000.

Support for the Russian Gas Industry to Participate in the Kyoto Mechanism

See feature project on p.27 for more details.

Minimising the Impact of Climate Change on the Russian Coal Industry

The original aim of this two-year project

was to focus on the policy implications for Russia and the EU of the proposed substantial increase in Russian coal use, as well as establish the potential to limit emissions of carbon dioxide. In December 2003 it was concluded that coal use in Russia is unlikely to increase substantially as had been suggested in 'the Russian energy strategy 2020' and other Russian Government policy pronouncements. As a result, the coal industry was unlikely to be responsible for significant increases in greenhouse gas emissions over the foreseeable future.

Given these findings, the project is now focusing more on energy efficiency and energy security issues than was originally envisaged. This is because the achievement of ambitious energy efficiency targets is more significant as a means to contain greenhouse gas emissions and to prevent gas supplies from becoming further over-stretched. Expenditure in 2003–4: £133,085.

South Africa

Renewable Energy Visitor, Training and Education Centre

The aim of this one-year project was to design a renewable energy visitor, training and education centre in Darling, Western Cape. This followed a successful feasibility study funded by the High Commission in Pretoria in 2002–3. A three dimensional model of the plan was displayed at the World Wind Energy Conference in November 2003 as a publicity and marketing tool. The design will be used to construct the centre with private sector funding on the back of the REEEP, the South African Government's hosting of the World Wind Energy Conference in

November 2003 and the South African bid to host the Solar World Congress in 2007. The centre will be sustained by income from training, tourism, sales, an in-house restaurant, exhibitions and conferences. Expenditure in 2003–4: £72,000.

Environment Policy Net Conference

Building on the global Environment Policy Net (EPNET) conferences, this one-year project supported a regional conference in Pretoria in July 2003 for FCO and DFID officials working on environmental issues. Delegates drafted an action plan to ensure that the network becomes an effective diplomatic tool for the UK Government on the Continent. Key areas covered at the Conference included climate change, REEEP, GOF and the New Partnership for Africa Development. Expenditure in 2003–4: £31,839.

South Africa Financiers Network

The renewable energy finance sector is an immature sector in southern Africa with limited interaction between the tiers of financiers or funders. The idea for a network originated at the regional REEEP meeting in South Africa. The need for interaction among financial institutions was clear after discussing the shortcomings in the renewable energy financing sector. Clear deliverables of this one-year project were to enhance deal flow, establish innovative financing mechanisms and create a financing chain to assist project developers and entrepreneurs. Expenditure in 2003–4: £5,175.

United Kingdom

The projects in this UK section were essentially one-off projects designed for REEEP creation and development.

Renewable Energy and Energy Efficiency Partnership Development

This one-year project was set up to develop REEEP. Activities included funding the secretariat, nine worldwide consultation workshops, a ministerial launch and other core costs. Expenditure in 2003–4: £657,086.

UK Business Input into Renewable Energy and Energy Efficiency Partnership Development

The UK Business Council for Sustainable Energy (UKBCSE), together with sister organisations in the US, EU and Australia, launched a ‘strategic alliance’ at the World Summit on Sustainable Development to advance the UKBCSE’s international work on the sustainable energy agenda. The UKBCSE used GOF funding to promote the goals of REEEP – scoping the potential formation of a global network of sustainable energy businesses, engaged in dialogue with BCSE sister organisations, and gave feedback on experience and lessons learned. Expenditure in 2003–4: £30,000.

Sustainable Energy Regulation Network

The purpose of this one-year project, run by the Centre for Management at the University of Warwick, was to undertake a scoping study to create a worldwide regulatory network as a major area of work under REEEP. The network includes those involved in energy regulation or likely to become involved as new regulatory agencies are set up. The aim of the network is to promote forms of regulation that support and encourage the use of energy efficiency and renewable energy towards the achievement of climate change targets. Expenditure in 2003–4: £58,063.

United States of America

North America Renewable Energy and Energy Efficiency Partnership

This is the North American focal point for REEEP, supporting regional partners in the development and implementation of the activities recommended at the regional meeting. Expenditure in 2003–4: £30,000.

Multi-region

Building Capacity for Portfolio-based Energy Planning in Developing Countries

Run by the Centre for Science and Technology at Sussex University, this project demonstrates and builds developing country capacity to demonstrate energy sector planning approaches. The project is demonstrating to decision-makers that the traditional valuation methodologies of future fossil fuel outlays generally understate their true costs. In addition, incorporating solar, wind and other renewable energy technologies within an energy portfolio approach can reduce risk and therefore have a positive cost value. An interim report has been compiled for the three case studies (based on the data provided by the local partners in India, Mexico and Morocco) and a workshop on the case studies was held. The final phase involved the publication of case studies, development of analyses and the dissemination of results. Expenditure in 2003–4: £43,957. (Comment: a second phase of this project is currently being considered.)

Assessing the Potential for Tradable Renewable Energy Certificates

A two-year project was set up to look at the potential of using TRECs in South

Africa and Brazil. The aim is to produce a report on the potential of using TRECS to stimulate the market for renewable energy in developing countries and provide recommendations on how to establish a TREC system in South Africa and Brazil. Other activities include piloting the trade of certificates from southern Africa for sale to the green electricity markets in South Africa and Europe, training seminars and producing guidance. Expenditure in 2003–4: £51,398.

Regional Energy Co-operation in Central Asia

This one-year project sought to promote awareness of the Energy Charter Treaty (the broadest multilateral framework of rules in existence under international law governing energy co-operation) in a region vital to the UK's energy security. The main activity was a conference in Tashkent in September 2003 attended by representatives from ministries and energy companies of Russia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. Speakers were drawn from governments, international organisations and energy companies, as well as from the Secretariat. The project raised the UK's profile in the region and demonstrated our support in fostering economic security in Central Asia. Expenditure in 2003–4: £15,000.

International Law and Renewable Energy Market

This one-year project worked on facilitating the market for renewable energy by identifying unintended barriers to or under-exploited opportunities for renewable energy in international law. It devised strategies to overcome these barriers and raise the issue with policy-

makers. The project also drew up methodologies for future exploration and analysis of the interaction between international agreements, national regimes to implement them and the market for renewable energy. Expenditure in 2003–4: £48,750. (Comment: A second phase of this project has been agreed for FY2003–4.)

***Financing and Funding Models
Programme Work***

In this one-year project work was undertaken on the REEEP financing and funding model and networking with REEEP partners in the ASEAN (Association of South East Asian

Nations)/Pacific region. The working group on the financing and funding model identified a number of target areas and contributed to the REEEP programme of work and this will be used to pursue key issues and try to attract investors. The ASEAN/Pacific part of the project involved promoting the development of a project preparation and development funding facility for the region. A concept paper was prepared and circulated in the region and this will be used to determine where parallel activities are being pursued, and to identify opportunities for collaboration. Expenditure in 2003–4: £24,494

The GOF Reuniting Europe programme

Background

EU affairs are never far from the headlines. The largest ever expansion of the Union, on 1 May 2004, admitted ten new member states from central and southern Europe, giving the issue of enlargement particular prominence in the preceding months.

The British Government is a strong advocate of enlargement, which has proved to be the EU's single most effective foreign policy tool. The lure of membership, with the opportunities it offers for growth, security and a role in regional and world affairs, has acted as a powerful incentive to undertake the political and economic reforms required to gain acceptance. Of the ten countries joining the EU in 2004, eight had emerged from decades of communist rule only 15 years previously. The massive strides they have taken in introducing democratic systems, privatising state industries, developing a free media and more are testimony to the powerful pull of the EU.

The challenge now is to consolidate this stunning new legacy of reform and to spread the benefits further into the EU's neighbourhood. The Reuniting Europe (RE) programme is at the centre of the UK Government's past and continuing work with the emerging post communist states of Central and Eastern Europe, including, the Know-How Fund.

Objectives and geographical coverage

The programme's overall objective is to invest in countries on the path to EU integration while they are most open to change, in order to further the UK's overall EU policy objective of an effective EU in a secure neighbourhood. It focuses on the three areas that experience shows are crucial in achieving the criteria for EU membership:

- democracy and the rule of law (including human rights)
- justice and home affairs
- economic reform.

21 countries in eastern, central and south-eastern Europe were eligible for assistance under the programme in 2003–4. Priority was given to projects in five countries thought to present the greatest opportunities and risks: Bulgaria, Romania, Serbia and Montenegro, Turkey and Ukraine. It also takes into account where the UK can best add value. A sizeable proportion of resources also went to Bosnia, Belarus and Slovakia, where important opportunities were identified to achieve significant impact.

Project activity

The budget for Year 1 was £1,698,000, from which the programme funded 51 projects. The focus of the programme varied from region to region, reflecting the different stages reached in harmonising with EU systems and values, as set out below.

Accession 10 countries: new partners in Europe

Here the emphasis was on embedding the systems and structures needed for these countries to become effective players inside the EU. So, for example, the programme funded an adviser to the Polish Minister for Europe, who helped to build mechanisms for communication and strategy-setting across government departments, in order to ensure effective co-ordination of EU policy.

Minority rights were another focus: several projects in Slovakia and Hungary aimed to strengthen legal rights of the Roma minority, while in Estonia the programme promoted integration of the Russian-speaking minority into mainstream education and employment. Other projects in the region tackled residual weaknesses in border controls and anti-corruption provisions.

Some of the ten accession countries, justifiably proud of their reform achievements, were keen to work with the RE programme to share their experiences with third countries. So in 2003–4 Poland became a key implementing partner in efforts to promote democracy in Ukraine and Slovenia in promoting a more robust approach to public finances in the western Balkans. These trilateral projects have had the additional benefits of creating an early habit of co-operation with the new member states and of promoting better regional dialogue.

Candidate countries: practical help in meeting the accession timetable

Romania and Bulgaria are next in line, with a target date for EU membership of 2007. The programme's activities here have focused on justice and home affairs, which present some of the most

demanding requirements for aspirant members. Reuniting Europe has laid the foundations for a new probation service in Bulgaria, for example, and funded the Metropolitan Police to provide training to the police force in Bucharest. Work to combat corruption has been another feature. The programme has also provided advisers to both governments to help co-ordinate their ambitious programmes of accession-driven reform.

The UK is a strong champion of Turkey's membership application, believing that its integration into the EU would enhance stability and prosperity in the region and create a powerful bridge to the rest of the Islamic world. Opposition to the Turkish case has centred on its poor human rights record, and the Turkish Government has made strenuous efforts to address this by introducing radical legislative reforms. The RE programme has underpinned their commitment by offering help in implementing the new provisions, for example through a major programme of human rights training for judges and prosecutors, and through an integrated child rights project.

Western Balkans: underpinning stability and security

This region continues to represent a potential source of instability on the EU's doorstep. The network of agreements that these countries hold with the EU provide a framework for promoting democratic reform and dealing with the legacy of the region's recent troubled history. Reuniting Europe works within this framework, for example through a project in Albania to promote public support for Europeanisation, and by giving civil society, including trade unions, a voice in policy-making.

Many projects have revolved around the promotion of the rule of law. For example, the programme has contributed to the process of establishing a War Crimes Tribunal in Bosnia and funded the production of radio and TV programmes on organised crime in Serbia and Montenegro – these have attracted record audiences and sparked wide public debate on the issues of responsibility and reconciliation.

Western Former Soviet Union: encouraging democratic reform

The programme's strategic priority in Belarus, Moldova and Ukraine was to encourage democratic governance. In Ukraine this took the form largely of preparations for the presidential elections due in October 2004, working with media, parties and officials in an interlocking programme of activity.

In Belarus and Moldova the focus was on building the capacity of civil society to participate in public life. A training programme in human rights, ethics and professional media and investigative skills for independent media in Belarus, initially regarded with suspicion by the Government, is now to be extended, at the Government's request. Meanwhile, in Moldova the programme has succeeded in creating a network of local human rights NGOs and provided them with a training centre to develop their expertise.

Outcomes envisaged

The overall indicator of success will be progress by the target countries in meeting and adhering to the Copenhagen criteria for EU membership. Other outcomes are as follows:

- For the accession countries, the success of the programme will be measured by their progress in adjusting to the demands of EU membership
- For candidate countries the Commission's Annual Reports will provide a good measure of progress, along with adherence to the currently scheduled target dates for accession or opening of negotiations
- For the new neighbours and Western Balkan countries progress will be measured by success in meeting specific benchmarks described in the international community's agreements with these countries.

Programme progress

Although only very few projects have so far been completed, there has been pleasing evidence of positive outcomes from a number of individual projects. The tentative level of engagement so far makes it difficult to attribute the satisfactory progress against higher level indicators to the programme's intervention. But the first year provided an opportunity to pilot a range of approaches and gather experience, which will be used to inform strategy in subsequent years.

Forward look to Year 2 (2004–5)

The programme is set to grow substantially in future and will be better placed to take a more strategic approach, with a tighter focus on key countries and issues. Work in Year 2 will continue along the same lines, with the following strengthening and changes of emphasis:

- to make strenuous efforts to help Northern Cyprus to meet EU standards in order that they may extract maximum benefit from Cyprus's membership of the EU
 - to ensure that progress towards membership by Bulgaria, Romania and Turkey proceeds on timetable through an intensive programme of targeted work
 - gradually to bring the three countries of the South Caucasus into the programme
 - to develop the trilateral approach as a vehicle for enhanced regional co-operation
- reform, so far the weakest of the three thematic strands
- to enhance work in Croatia as the next prospective EU member, and to intensify work to underpin stability and security in the whole of the western Balkans
 - to ensure the successful roll-out of the EU's European Neighbourhood Policy and thereby help Ukraine, Moldova and Belarus move closer to EU standards
 - to use the UK's Presidency of the EU in 2005 to advance government objectives in the European neighbourhood.

Budget for Year 2

The budget for Year 2 is £3.2 million.

Looking further ahead, the programme hopes to shift its focus progressively from the new member states towards countries further back in the integration forum, and to deepen and extend its engagement in the following ways:

- to renew efforts to gain a serious foothold in the field of economic

Human Rights Training for the Turkish Judiciary

Purpose

The purpose of this two-year project is to help Turkey establish a more effective judiciary and better implement judicial reform. Turkey has made great strides in recent years in enacting human rights legislation, but now needs to demonstrate the commitment and capacity fully to implement it. This will be crucial in securing agreement in December 2004 that Turkey may begin accession negotiations with the EU.

Target audience

The target audience is judges and prosecutors at all levels of the Turkish judicial system throughout the country.

Funding

The project has funding of £201,500 over 2003–4 and 2004–5 (£36,500/£165,000).

Main activities

The main activities are as follows:

- development of a tailored human rights training programme, in conjunction with the Council of Europe and Turkish Ministry of Justice
- training in training methodology for Turkish trainers, drawn from the judiciary nationwide, to be conducted by British judicial experts identified by the Department for Constitutional Affairs and familiar with the Turkish context
- full roll-out of training to judges and prosecutors nationwide by the Turkish trainers, in collaboration with UK experts.

Outputs

Outputs are:

- human rights training methodology guidance



Turkish Justice Minister Cemil Cicek and Her Majesty's Ambassador to Turkey launched the project in April 2004

- human rights training materials
- methodology training for 113 Turkish trainers from all 81 provinces
- human rights training for 3,443 judges and prosecutors at 78 sessions in 10 provinces.

Long-term impact

The long-term impact is:

- full account taken of international human rights obligations and norms in decisions by Turkish courts
- improved observance of human rights in Turkey
- reduction in number of Turkish cases referred to European Court on Human Rights
- recognition by EU and its member states that Turkey fulfils the Copenhagen Criteria on human rights and judicial capacity
- contribution to acceptance of Turkey for EU membership negotiations.

Ukraine Political Press Centre

Purpose

The purpose of this two-year project is to encourage balanced and objective media coverage of political events in Ukraine, with a particular focus on the lead-up to the Presidential elections in October 2004. This is one of four projects focusing on the promotion of free and independent media in Ukraine. It also complements four other projects aimed at ensuring free and fair presidential elections through training for political parties and independent election observers.

Target audience

The target audience is Ukrainian print and electronic media, presidential campaign teams, sociologists, commentators, NGOs, international election monitoring groups and the general public.

Funding

Funding is £224,677 over two years 2003–4 and 2004–5 (£117,207/£107,470).

Main activities

The main activities are:

- creation of a non-partisan website with information on candidates and their policies
- opinion polls, reviews and thematic analytical materials on major political trends, (particularly those relevant to the 2004 elections, and day-to-day political news)
- production and dissemination of daily and weekly programmes, profiles, interviews and e-bulletins
- hosting of press conferences with candidates
- creation of a video archive to monitor media coverage of political issues and the election campaign.

Outputs

Outputs are:

- a comprehensive, non-partisan website, updated daily, widely used (currently attracting 7,000 viewers per week) and demonstrably quoted in political reporting to include a full database of candidates' profiles and policies
- five morning radio shows per week offering political analysis, for distribution to 35 regional radio stations
- production of more than 100 video profiles and opinions from analysts, political scientists and voters
- provision of free legal advice to media on access to information and unbiased reporting within the framework of electoral legislation.

Long-term impact

The long-term impact is:

- freer, more independent-minded media with improved investigative and analytical skills
- improved media credibility among the public, leading to more open public debate and interest in political affairs
- transparent presidential elections
- Ukraine moves quickly towards accomplishment of goals to be set under media chapter of new EU action plan, improving its eligibility for increased EU integration
- enhanced capacity of Ukrainian NGOs to engage actively in political affairs.

Completed and ongoing projects for Year 1

This section highlights some of the key projects that were completed during 2003–4 as well as those which are multi-year.

Albania

Accountable Democracy: Albania, the EU and the Stabilisation and Association Agreement

This is a two-year working agreement with the Albanian Institute for International Studies, the Europe Centre (a local think-tank) and the BBC World Service to promote public understanding and support for an effective EU integration process in Albania. Activities include the appointment of a part-time adviser to the Parliamentary Integration Committee; exchange visits for Parliamentarians; the production of a TV film on the challenges of EU integration; attitude surveys; commissioning of scripts and associated documentaries for a BBC World Service soap opera; support for publication of a periodical on European integration and a public information campaign through posters, leaflets and books.

Highlights of the first year's activities included four Question Time-style debates, broadcast in prime-time slots on BBC World Service. They attracted strong audience feedback and growing applications to attend. The Northern Ireland Office agreed to provide an adviser to the Integration Committee and recruitment began for a Parliamentary Clerk. Expenditure in 2003–4: £28,935.

Belarus

Training and Support for Opposition Candidates and Councillors

This three-year project is being implemented by the European Institute for Democracy (EID), a Polish NGO, to promote democratic opposition politics in Belarus through training of local councillors and parliamentary candidates from democratic opposition parties, and to help them plan effective electoral campaigns. Topics covered by the training include working with officials, NGOs and youth groups; party promotion; fundraising; campaigning; and candidate selection.

In Year 1 some 450 people received training and EID also provided individual training and guidance to councillors. Initial widespread resistance to the idea of campaigning was gradually overcome and candidates began to put their lessons into practice through active campaign strategies. A notable success was a trainee who went on to win a local by-election in Minsk with 90% of the vote. In addition, five editions of a new newsletter were produced and distributed nationwide, and a study visit to the UK was organised to look at campaigning and the political system in the run-up to and during local and European elections. Expenditure in 2003–4: £125,000.

Freedom of the Media

The aim of this one-year project was to encourage a step change towards a credible, broad and relevant information

flow that informs and shapes public opinion. Organised by the Thomson Foundation in association with TBN, a local association of independent regional TV stations, the focus was a year-long roadshow to six regions. This comprised training for independent media, production of a 30-minute video and round-table discussions between media, NGOs and public. In all, eight 15-minute documentaries were produced and broadcast on 16 stations, covering human rights aspects of the environment, people-trafficking, unmarried mothers, education and more. The project culminated in a national conference to draw up a voluntary code of practice aimed at improving in-country coverage of human rights issues. Although initially resistant to the idea of training, the Ministry of Information gradually began to offer active co-operation, and has now requested further assistance in training young journalists. Expenditure in 2003–4: £32,972.

Bosnia

Citizen Participation and Outreach Initiative

The intended purpose of this one-year project carried out in conjunction with the Organisation for Security and Co-operation in Europe was to strengthen democratic governance through institutionalisation of regular and more frequent communication between Government and citizens, particularly in local government. Activities included training workshops and outreach activities in 30 municipalities nationwide, covering issues such as consultation mechanisms, marketing and access to information.

As part of the training, citizen outreach

and participation initiatives were jointly developed in each municipality by the representatives of the local authority and NGOs. Expenditure in 2003–4: £23,750.

High Judicial and Prosecutorial Council

Part of a larger judicial reform process being run by the Office of the High Representative in Bosnia, this project funded the secondment of an international expert to the High Judicial and Prosecutorial Council. The Council's role was to reappoint judges and prosecutors throughout the court system on the basis of free and fair competition. During the year 981 vacancies were advertised, 1,729 applications received, 1,321 interviews conducted and 875 posts filled. Expenditure in 2003–4: £58,475.

Establishment of War Crimes Tribunal

The Office of the High Representative is working with the international donor community to create an International War Crimes tribunal in Bosnia. This involves establishing a war crimes chamber in the Bosnian state court, a war crimes department in the state prosecutor's office, a state level detention facility, witness protection and close protection teams. The programme's contribution to this project was effective in leveraging substantial commitments from other states and facilitating the creation of a registry, launch of recruitment procedures and the design and construction of the premises for the Chamber. Expenditure in 2003–4: £225,000.

Bulgaria

Trafficking and Corruption in Bulgaria: Monitoring and Prevention

A one-year project run by the Centre for the Study of Democracy was set up to

enhance the capacity of the Bulgarian public and private sector to combat trafficking and corruption. Activities included a case-study-based diagnosis of organisational weaknesses, development of a cross-organisational action plan to improve controls as well as an awareness-raising programme using the media and other means. The project culminated in a policy workshop with the relevant government agencies, which gave a commitment to review the project's policy recommendations. Expenditure in 2003–4: £79,000.

Development of an Implementation and Training Strategy for the Bulgarian National Probation Service

The aim of this two-year British Council-run project is to help the Ministry of Justice develop a national probation service to meet EU standards. Activities include the development of a strategic plan (audit of initial pilot, review of sentencing provisions, modelling of service delivery, policy development) and support in rolling out the plan (including training, assessment and monitoring). By the end of the first year, a probation expert had been appointed, strategy documents and standard documentation formats prepared and a communications strategy developed. The Home Office's National Probation Service carried out a consultancy visit in February 2004 which identified the key requirements for the next stage, and two Bulgarian experts carried out a study visit to the UK in March to follow up. Recruitment of probation trainers was also in hand. Expenditure in 2003–4: £37,200.

Police Training

The Gwent Police Training Centre led this

one-year project to develop a strategy for implementing effective professional, ethical and corporate standards within national police management and practitioner training. An initial scoping visit identified 15 options for change, and over the course of the year made considerable progress in implementing the recommendations, including clarifying roles, developing training needs assessments, creating training opportunities (over 40 short specialist courses developed) and introducing training evaluation. A number of barriers to further progress were identified, including the need for greater emphasis on collaborative working, and one region was identified as a possible beacon of best practice. Expenditure in 2003–4: £15,019.

Building Capacity in the National Prosecution Office in the Context of Fighting Corruption

Transparency International is working with the Working Expert Group of the Bulgarian National Prosecution Office (NPO) on this three-year project to help the NPO in adopting internationally recognised anti-corruption practices. In the initial stages a steering committee was established, needs assessment research commissioned and a methodology drawn up for monitoring in ten district prosecution offices. Future activities will include alliance building with international players, media, academia, practitioners, politicians; and capacity building, primarily through training. Expenditure in 2003–4: £13,225.

Support to the Prime Minister's Office

The programme, in conjunction with DFID, is supporting a two-year part-time adviser to the Bulgarian Prime Minister's

Office from the Prince of Wales International Business Leaders Forum. His job is to develop the capacity of the Office to give strategic leadership on key policy issues, particularly the ambitious reform programmes in place prior to EU accession. Priority themes are economic reform, public administration and judicial reform, and effective action against organised crime and corruption. The adviser is providing direct advice to the Prime Minister on policy and management issues, and has been instrumental in instigating weekly staff meetings and ensuring co-ordination of and support for the work of the many international pre-accession secondees to the Bulgarian Government. He has also undertaken outreach work in explaining the need for reforms. Expenditure in 2003–4: £5,250.

Scoping Visit for the Police Investigation Service

At the end of the 2003–4 the Gwent Police were commissioned to undertake an assessment of the needs of the anticipated 2,000 new criminal investigators at the Ministry of Interior. Activities were to include the establishment of the role of investigators and identification of training needs as well as assessment of the capacity of Bulgarians to provide the actual training. Expenditure in 2003–4: £15,000.

Organised Crime Adviser

The programme joined forces with the FCO's Drugs and Crime Fund to support a two-year adviser to the Bulgarian Government to help them adopt an inter-agency–ministry approach to organised crime. Terms of reference covered the assessment of current activities on organised crime and co-operation between ministries. Expenditure in 2003–4: £15,000.

Croatia

Legal Assistance and Community Reinforcement in Dalmatia

The programme made a contribution this year to a longer-term project run by the Dalmatian Solidarity Committee to support sustainable refugee return across the Croatia–Serbia and Montenegro–Bosnia borders and to promote minority rights. The implementers provided legal assistance and cross-border information, organised 'go and see' visits for individuals considering returning home and offered practical support with documentation, education, accommodation and access to justice. Over 600 people per month made use of the legal advice service, and notable outcomes included the successful negotiation of the right of refugees to receive rental income on abandoned houses temporarily occupied by others. The project also secured a positive decision on retrospective pension payments for refugees. Expenditure in 2003–4: £54,964.

Cyprus

Assisting North Cyprus to Meet EU Acquis

The British Council led on this one-year project to make the bureaucracy in Northern Cyprus more effective and develop administrative capacity through a programme of seminars by UK and EC experts. The project focused on areas identified as weaknesses for harmonisation with EU requirements: waste management, environmental impact assessments, migration and asylum law, money laundering, health and safety, consumer protection and free movement of goods. All the seminars attracted large,

relevant, high-level audiences and established the UK firmly as the best source of information and advice on EU integration. Expenditure in 2003–4: £47,745.

Getting Ready for Accession: Strengthening Policy Capability and Building Administrative Capacity in Cyprus

Working closely with the Office of the Chief EU Negotiator in Cyprus, the British High Commission in Nicosia devised this two-year project to develop EU policy-making capability. It aims to do this through improved administrative structures and methods, and by developing the UK–Cyprus dialogue on EU issues. Project activities include seminars, workshops and study tours for officials in the fields of agriculture, environment, justice and home affairs, the Lisbon Agenda and central planning. Technical assistance under the project was instrumental in moving Cyprus out of the ‘red light zone’ on compliance with EU agricultural payments requirements. Recognition of the importance of the Lisbon Agenda was boosted and the team working on these issues increased from one to three people following work by the DTI under this arm of the project. Expenditure in 2003–4: £15,776.

Shutting Europe’s Back Door on Organised Crime: Helping North Cyprus Fight Money Laundering and Improve Banking Sector Regulation

The aim of this one-year project was to help North Cyprus meet EU requirements on financial regulation, rule of law and effective judiciary. It took the form of a three-day seminar run by the Customs and Excise expert based at the British Embassy

in Ankara. Work is now in hand to follow up the lessons learned. Expenditure in 2003–4: £2,500.

Czech Republic

Strengthening Immigration and Asylum Procedures

The Immigration Service of the Home Office worked with the British Embassy in Prague on this one-year project to bring asylum procedures in line with EU norms and strengthen controls on the Czech–Slovak border. Activities included providing sources of information on which to base asylum decisions, study visits to the UK, secondments between the UK Immigration Service and the Czech Alien and Border Police, and lectures on resource management for senior immigration managers. Monitoring of outcomes and follow-up work is being taken forward by the new British pre-accession adviser and organised crime liaison officer. Expenditure in 2003–4: £26,600.

Developing Tools for Tackling Corruption

A one-year project run by Transparency International in collaboration with Price Waterhouse Coopers was set up to establish tools at a regional and central level to improve transparency of public administration and local and regional government. This involved promoting debate on the new law on conflict of interests, constructing and publicising transparency indices for Prague city government, and raising awareness among business of their role in tackling corruption through a series of seminars. Comments collected through the project were reflected in the new law, whose timetable for discussion was brought

forward following lobbying by the project implementers. A public information campaign followed through media, leaflets, public debate and a website. The index developed is being introduced to NGOs active in this field as a possible tool for use elsewhere. Expenditure in 2003–4: £22,727.

Estonia

Integrating Estonia

The Embassy in Tallinn is working with the Ministry for Ethnic Affairs and Non-Estonian Integration Foundation on this two-year project to integrate the Russian-speaking population of Estonia successfully, strengthen civil society and reduce ethnic tensions. Activities include training of teacher trainers, family exchange and language camps (1,517 children benefited from these programmes) curriculum development co-operation between Estonian-medium and Russian-medium schools (including production of a study pack), support for vocational exchange and education activities (400 people participated in work exchanges that enhanced their career options), training for youth leaders, media education, production of radio programmes in minority languages, and capacity-building for integration-related institutions. In addition a system has been established to support those applying for citizenship. Expenditure in 2003–4: £35,000.

Hungary

Development of Roma Rights Training Handbook

With funding over two years from the Reuniting Europe programme the

European Roma Rights Centre is working to produce and distribute a Roma Rights Training handbook. To be available in seven languages (including, with additional EU funding, Ukrainian), it is intended for use primarily by Romani human rights activists in order to improve the social and economic prospects for the Roma minority, and thereby tackle one of the root causes of social exclusion and, indirectly, economic migration. During Year 1 the contents of the manual were mapped out, source materials sifted and distilled and a draft text tested on target groups. Full-scale production and translation will continue in the second funding year. Expenditure in 2003–4: £25,816.

Common Agricultural Policy Reform Documentary

This project provided modest financial assistance to Hungarian national TV to produce a documentary putting the case for Common Agricultural Policy reform effectively to the Hungarian public and farmers. DEFRA identified suitable interlocutors and filming opportunities, contributing to a well-received programme, which has also established the UK as the Hungarian Government's partner of choice on EU agriculture issues. Material has also been picked up in other EU and agricultural programmes. Expenditure in 2003–4: £2,330.

Latvia

Anti-Corruption Programme

The programme funded a British expert as an adviser to the Prime Minister for ten months with the aim of strengthening institutions and practices for fighting corruption. Activities included a study

tour to Hong Kong, a seminar on anti-corruption and ethics, establishment of a drugs co-ordination unit and advice to investigative bodies and individuals. Expenditure in 2003–4: £37,100.

Malta

Support for Malta's Judicial System: Adapting to Change

This two-year project was set up to strengthen the capacity of the judiciary and Attorney General's Office to meet the requirements of EU membership. A number of UK bodies are collaborating in the implementation, including the Department for Constitutional Affairs, the Lord Slynn Foundation, the Judicial Studies Board and the Scottish Judicial Studies Board. The project involves developing an action plan for the creation of a Judicial Studies Committee with an effective work and training programme, preparing for a coherent training and information-sharing system to cope with the requirements of EU membership, and EU legislative drafting training for officials from the Attorney General's Office. Expenditure in 2003–4: £39,380.

Moldova

Training of Human Rights Trainers

Linking up with Amnesty International's work funded by the FCO's Human Rights Project Fund and other international donors, this programme provided modest funding to improve human rights in Moldova through education for NGO activists. This was followed by a period of observed training practice and the development of strategic plans for further activity. Excess funds were used to set up a human rights education centre in a

particularly needy area of the country. Expenditure in 2003–4: £2,818.

Poland

Transformation and Partnership in Social Policy

This one-year project was intended to improve governance in the city of Lviv in Ukraine by transferring Polish experience of successful partnerships between local government and NGOs in the delivery of public services. Activities, organised by the Krzyzowa Foundation for Mutual Understanding in Europe, included a programme of internships, study missions and workshops. The project concluded with a conference where delegates reported on the new collaborative arrangements they had set up as a result of the project and produced recommendations for future collaboration. Expenditure in 2003–4: £12,000.

Preparing Poland for Accession

The programme funded an 18-month attachment to the Polish EU Minister's office from Sussex University (a former Commission official). The purpose was to provide targeted support for EU co-ordination bodies in the run-up to accession. The focus was on economic reform, next financial perspective and EU co-ordination mechanisms, with the adviser providing analysis, recommendations and contributions to speeches. Expenditure in 2003–4: £26,250.

Polish–Ukrainian Cross-Border Co-operation

This three-year project run by the European Institute for Democracy is intended to improve cross-border co-

operation on trafficking of persons, goods and cross-border crime. The projects will also promote local government reforms necessary to achieve effective co-operation. Activities include study visits, internships, border visits, training sessions, formation of cross-border working groups and development of joint strategies. Already the project is delivering greater Polish–Ukrainian co-operation on border crime and effective transfer to Ukraine of Polish experience of transformation and democracy. Expenditure in 2003–4: £45,500.

Technical Assistance on Roma Issues

This project was launched towards the end of the financial year, with the majority of activity falling in 2005–6. It involves the funding of a team of experts to work with the Polish Department of National Minorities, local governments and NGOs on Roma minority issues, encouraging best practice in improving institutional capacity and leveraging EU funding. Expenditure in 2003–4: £1,800.

Romania

Assistance to Ministry of Foreign Affairs in preparing for Accession

A project spanning two financial years aims to help the Romanian Ministry for Foreign Affairs prepare for accession through the secondment of a UK expert. The project envisages the expert providing advice on changing working practices and on EU policy formation. Outputs to date include a review of the EU Bilateral Directorate, input to the Justice and Home Affairs Chapter, the Schengen Action Plan, and preparation of recommendations on the use of IT and human resources. Expenditure in 2003–4: £41,896.

Capital City Policing

A two-year project was led by the Metropolitan Police to improve the governance of policing in Romania. The police will be trained in Bucharest and UK on intelligence led policing, building community confidence, working with police authorities and other agencies, and command and control. By the end of the financial year the first two phases of the project were complete, with the next step to be a presentation by the Romanian side on how they are putting the lessons learned into practice. Expenditure in 2003–4: £34,025.

Customs Adviser

A two-year project co-funded with the FCO's Drugs and Crime Fund was set up to strengthen Romania's counter-drugs capacity through improved customs performance. It is to be delivered through secondment of a UK adviser to the Romanian PM's office, who started work in February 2004. Expenditure in 2003–4: £800.

Serbia and Montenegro

Organised Crime, Truth and Reconciliation

A one-year project was set up to enhance public debate on organised crime and coming to terms with the recent past in Serbia and Montenegro. Activities included the production of 24 TV and radio programmes, distributed to 15 stations and attracting record audiences – a 140% increase during their prime time slot. The project also supported the screening of the BBC documentary 'The Fall of Milosevic', which sparked wide public debate. The TV station RTV B92 and Documentation Centre Wars 1991–9

were partners in the project. Expenditure in 2003–4: £97,249.

Monitoring Reform in Montenegro

The purpose of this one-year project implemented by the Group for Changes was to monitor and analyse the implementation of reforms by the Montenegrin Government. Expert monitoring teams were created in a number of fields, including macro-economic policy, banking and finance, police, anti-corruption, media and public sector administration. These are tasked to prepare monthly reports and present recommendations for further reforms and alternative solutions to government decision-makers. Recognising the value of their work, the Prime Minister of Montenegro has invited the implementers to participate in formal consultations to define the Government's reform programme. Expenditure in 2003–4: £40,000.

Trade Unions Assessment

The programme funded a visit by two experts from the trade union UNISON to Serbia and Montenegro to assess the needs and infrastructure of trade unions in engaging with the economic, social and political advances in society. The experts' report produced a number of recommendations for subsequent project work. Expenditure in 2003–4: £3,600.

Slovakia

Training and Advocacy on Anti-Discrimination Legislation

This two-year project aims to raise awareness of the EU Race Equality Directive and other international anti-discrimination instruments among policy-makers, the legal profession and NGOs. It

aims to do this through a programme of training, workshops and round tables, including some multilateral events; the project also embraces Czech Republic, Poland, Hungary and Latvia. Expenditure in 2003–4: £37,500.

Defending Roma Housing Rights

This project, completed in 2003–4 by the European Roma Rights Centre and Milan Simecka Foundation, with co-funding from the Open Society Institute, aimed to challenge the abuse of Roma housing rights through a programme of research, litigation, advocacy and training.

Implementation was largely through local NGOs employing local unemployed Romani workers. A number of test legal cases are now in process, a training manual has been introduced through a training workshop, and the Ministry of Labour has quoted research produced through the project. There has been considerable interest in replicating the project in other countries. Expenditure in 2003–4: £45,351.

Reform of Slovak Judiciary Financing

This two-year project was set up to enhance the financial independence of the Slovak judiciary through new legal regulation. Partners in the project are the Association of Slovak Judges and the UK Court Service. Activities in the first year included a lobbying campaign on the need for legislative reform, the creation of a working group and hosting of a seminar for judges, Ministry of Justice officials and the Legislative Council of the Parliament, which agreed priorities for legislative change. Further seminars and working group meetings will continue in 2004–5, as will translation of relevant legal documents and drafting and submission

of new legal regulations. Expenditure in 2003–4: £25,247.

Training Sessions for Roma Paralegals

This two-year project was designed to help combat racial discrimination through training for 20 paralegals working in Roma communities in eastern Slovakia.

The first round of training, run by the Centre for Environmental Public Advocacy with co-operation from the Ford Foundation, focused on criminal proceedings and criminal legal issues. The second was on access to information issues and legal context of residence.

Discrimination in the labour market, usury and police responsibilities will also be covered. Expenditure in 2003–4: £4,779.

Slovenia

Building Capacity in Public Finance in South-east Region

Part of an ambitious programme of public finance reform being co-ordinated by the World Bank, this project brings together the Centre for Excellence in Finance of Slovenia and the UK's Chartered Institute of Public Finance and Accountancy in a three-year project to raise the professional level and status of public accounting in Slovenia, Croatia and Albania. This is to be achieved by establishing and putting into practice a programme of training and certification for public sector accountants and by setting up local institutions to continue the programme on a self-financing basis. By the end of the financial year co-ordinators and tutors had been appointed and trained, and students selected in all three countries; initial training was undertaken using training materials translated into local languages.

The Ministers of Finance of all three countries have publicly committed themselves to the institutionalisation of the project. Expenditure in 2003–4: £20,870.

Turkey

Child Rights: an Inter-agency Approach

A two-year project run by the British Council was set up to achieve greater effectiveness in working with children in the justice system and thereby help Turkey meet the Copenhagen political criteria for EU membership. The project involves a programme of training for NGOs, child police units, lawyers and court personnel covering project governance, change management, practical techniques and the creation of child-focused systems. Throughout there is an emphasis on the importance of cross-agency co-operation, which is already producing clear dividends. Expenditure in 2003–4: £92,906.

Developing Consistent Practice in the Judiciary

The programme funded a scoping visit through the Department for Constitutional Affairs to gauge the feasibility of introducing a code of practice and ethics, and training the judiciary in its use. The visit concluded that it was still too early to take forward the further work envisaged, so the project is currently shelved. Expenditure in 2003–4: £1,522.

Human Rights Training for Judiciary

See feature project on p.39 for more details.

Ukraine

Border Control

A one-year initialisation project was set up with the long-term aim of strengthening border controls on the flows of people and goods. It was carried out by the Crown Agents, which drew up action plans with the Ukrainian Customs, Border Guard and Security authorities and identified the technical assistance required to enable implementation. Several of the recommendations are now being pursued through an EU-funded project, and the Reuniting Europe programme is funding other follow-up in 2004–5. Expenditure in 2003–4: £13,050.

On-Site Media Training with an Elections Perspective

This was a one-year project implemented by InterNews Ukraine. It was seen as a contribution to a democratic election process and aimed to train regional broadcast journalists in investigative journalism with an election focus. Sessions were held in four regions of Ukraine, each opening with a round-table discussion with local officials and NGOs, and covered investigation principles and techniques, ethical standards, interviewing techniques and news production. Expenditure in 2003–4: £9,912.

Training for Ukrainian Presidential Election Campaign Teams

This one-year project, run by the European Institute for Democracy (a Polish NGO), trained 20 party officials in election campaign organisation, communications, media and publicity work in order to enhance the prospects of free and democratic presidential elections. Those trained subsequently

cascaded the lessons learned to others in the network, with the result that many teams redesigned their electoral literature and shifted their resources to concentrate on developing local grass-roots networks. The project also spawned a follow-up project on anti-ballot rigging (see below). Expenditure in 2003–4: £24,150.

Support for Ukrainian Election Campaign Teams: Training on Anti-Ballot Rigging

This one-year project was set up to improve the prospects for democratic presidential elections in Ukraine by providing opposition activists with the skills to identify and counteract ballot rigging and electoral fraud. Activities included a six-day training course for 15 opposition party officials in Warsaw, learning from recent Polish experience of conducting elections under both democratic and undemocratic conditions. Those trained went on to disseminate the training to up to 150,000 party workers nationwide. Expenditure in 2003–4: £15,000.

Centre for Regional Media Development

Two Ukrainian NGOs, Charter 4 and Public Radio, organised this project, which is running across two financial years. Its aim is to build a proactive movement in Ukrainian civil society by developing the capacity of regional broadcasters to stimulate debate on current affairs issues. The project takes a modular approach, combining regional consultancy visits, internships, training of trainers and support for a new journalists' trade union. As a result of activities conducted to date several stations are now experimenting with new formats, including interactive programming, which has secured positive audience feedback.

Many are also extending their coverage of local news and current affairs. Ten stations have formed a network for joint productions on the presidential election campaign and over 600 journalists have signed up to the new trade union. Expenditure in 2003-4: £16,391.

Political Press Centre

See feature project on p.40 for more details.

Making Independent Regional Media Outlets More Sustainable

Internews Ukraine is leading this two-year project to train media managers in methods of making their outlets financially more sustainable, including through advertising. As part of this project they are also aiming to raise awareness among the business community of the importance of independent media to regional economic development. Activities have included training sessions for sales executives and managers from eastern Ukraine, and round tables with the business sector. Expenditure in 2003-4: £11,710

Multi-region

Enlargement and the Lisbon Agenda: Preparing for the Spring Council 2004

This was a one-off initiative in collaboration with the Irish Institute for European Affairs, DTI and the Irish Government. It took the form of a seminar for officials, held in the margins of a preparatory meeting for the EU Spring Council. It aimed to help policy formulators in the accession countries, Romania and Bulgaria to focus on implementation of the Lisbon Agenda, and on the implications of enlargement for the Lisbon process. The seminar was a catalyst in delivering strong participation by the accession countries in discussions on the agenda and conclusions for the Spring Council and there is clear evidence of their increasing engagement with the economic reform agenda, for instance on free movement of workers. Expenditure in 2003-4: £8,962.

The GOF Engaging with the Islamic World programme

Background

The Engaging with the Islamic World (EIW) programme was created to support the FCO role in a cross-government strategy for constructive engagement with the Islamic world and the promotion of peaceful political and economic reform in Arab countries. The three broad headings under which we have supported activity are good governance, rule of law and the participation of women.

Governments and people in the Islamic world are increasingly talking about the need for more open, participative and representative government supported by a stronger civil society.

It is clearly for each country to decide how best it can pursue a process of reform, development and modernisation. There is no template that fits all. The task for the UK along with the international community is to help to support reform, drawing on our own experience of change, because we too have a vital interest in its success.

Change does not have to come at the expense of culture but we do need to work in an environment where there are misperceptions and myths. One myth is that Islam is in its very nature incompatible with change. We reject that notion and argue that resistance to change comes not from Islam itself, but from those who claim religious justification for clinging to outmoded traditions. Christian societies in the West had to evolve in order to meet the

challenges and problems that arose in a changing world. The mainstream Islamic community has shown the same capacity to let society evolve. By contrast, extremism in any religion is not only a block on necessary change; it also feeds off those who are marginalised in society to breed intolerance and resentment, which in its turn can fuel violence.

Objectives and geographical coverage

The programme's main purpose is to support indigenous led change and to encourage a greater understanding and partnership between Islamic countries and the West. The programme's objectives are to:

- strengthen the rule of law
- promote good governance (including through economic and administrative reform and the oversight of government)
- increase the participation of women in decision-making in matters that affect their lives.

Engaging with the Islamic world can be taken at many levels and frequently this involves ministerial conference engagements to move forward the international debate on an issue; for instance, recently this has included issues such as the social implications of economic reform. At the same time we are also supporting grassroots training to give people skills to realise their rights in practice, such as understanding personal

status codes that treat people as individuals under the law.

Support for reform based on indigenous demand takes different forms in different countries. Under the priority work of rule of law and good governance this can mean helping to develop the capacity of and the respect for parliamentary systems. We are for example helping to create a youth parliament in Bahrain, which allows the next generation to value the importance of parliament. At the same time in Jordan we are supporting the writing of explanatory papers around new draft laws to improve the quality of debate in existing parliamentary debates. At each step we are keen to support training to empower more women to be involved in the decisions that affect their lives, from local councils to parliaments.

Good governance work is taken in its widest sense of achieving accountable decision-making. This can for example include assistance to build up the capacity for impartial and professional media organisations that are looking to improve their internal standards and to carry out the important role of holding government to account. To ensure that these skills are based on their intrinsic value and without political bias we contract out the work to professional organisations.

The essence of this and other GOF programmes is to bring about policy implementation through project activity. In that sense EIW programme funds are just one of the ways in which to implement such policy. Other tools include ministerial and sponsored visits, the scholarships and fellowship programmes and regular activity through diplomatic missions.

In 2003–4 the programme focused on Islamic countries in North Africa and the Middle East. The programme is now expanding to cover activity beyond this region. This reflects the fact that most Muslims live outside the Middle East.

Project activity

The programme supports projects that meet a local demand such as the Women's Ombudsman Project in Egypt. This collaboration supports an Egyptian Government policy initiative to strengthen the rights of women. The project funds the new Ombudsman's office to enable it to deal with women's complaints, usually from women civil servants. Over the course of time the office will log and categorise the problems and discuss with line ministries whether legislation discriminates against women and needs to be changed. This is clearly a long-term process but the initial signs are that the office is working – the telephone hotline is constantly busy.

Projects on economic and administration reform in countries like Libya and Morocco show the demand for long-term support: for example, joint work to explore parliamentary development through greater understanding of comparative political systems. This has included exchanges between parliamentarians and building new systems including a youth parliament in Bahrain; these are exciting and provide opportunities for learning between cultures. Promoting the role of women in local community councils in Yemen, public awareness campaigns on honour killings in Pakistan, among other work shows the demand for gender-based projects.

Outcomes envisaged

The programme is designed to deliver:

- greater political pluralism and a stronger rule of law
- increased political and social participation by women in the Islamic world
- better conditions for economic prosperity in the region through reform of key institutions and the bureaucracy
- improved oversight of government including by the media and a strengthened civil society
- established partnerships for reform throughout the Islamic world.

Programme progress

The programme is now established and initial feedback shows that project activity is moving ahead well. An NGO consultation in October 2003, which invited experienced NGOs to the FCO for discussions on how they thought the programme should be implemented, emphasised the importance of supporting indigenously led activity. This has been an approach that has guided all work. The need to ensure that projects support not only government objectives but also locally demanded reform activity is an important one that has stood the test of the first year. Projects that have succeeded best, for instance the Women's Ombudsman in Cairo, are those that have tapped into the domestic political support for such work. It is still too early to demonstrate significant impact of the projects that are less than a year old but the longer-term potential is clearly there.

Forward look to Year 2 (2004–5)

The EU and G8 summits in July 2004 agreed a plan of support for reform efforts in the Middle East. The programme will support projects designed to implement the plan with the agreement of host governments and civil society. Activity across non-Arab Muslim countries will also continue to be supported.

An Islamic World Group will be established in the FCO's Middle East and North Africa Directorate to implement the FCO Strategy. The EIW programme will be a key part of this new infrastructure that takes shape in late 2004.

Budget

The budget for Year 1 was £1.52 million, which supported 26 projects. Demand for further projects outstripped available funding and helped the argument to increase the budget for Year 2. The programme's budget for Year 2 is £4 million and the budget for Years 3 to 5 (2005–6 to 2007–8) is £8.5 million per year.

BBC World Service Trust Journalism Standards training in Middle East North Africa Region

Purpose

The purpose of this two-year project is to provide sustained support to journalists and editors in the Middle East North Africa (MENA) region through a series of media interventions and training opportunities that will allow participants to develop more representative and inclusive electronic media. A resource base will be created, which will enable them to train and develop the skills of young journalists. The aim is to develop more consistently balanced and well-researched news coverage based on fact and considered opinion.

Target audience

The target audience is journalists and editors from across the region.

Funding

The funding is £716,388 over two years (£614,000/£102,388).

Main activities

The dialogue includes a series of media symposia held in the region and a media programme held in the UK. The UK training is directed at young journalists selected from priority countries on a competitive basis and includes:

- practical exercises using hypothetical cases in order to put theory about interviewing skills, planning skills and working with the news team into practice
- editorial principles – covered in the session on editorial guidelines and implemented throughout the sessions
- training for trainers – an extensive course with the BBC's own professional trainers, which enables experienced

journalists to plan and implement training courses and to assess training needs; it will allow sustainability to be developed without dependence on continued external support.

- online journalism – an intensive programme covers editorial and practical issues when writing news for publishing online and how the internet is used as an interactive tool with audiences
- TV workshop – a three-day TV workshop on developing editing, interviewing and set up, and piece-to-camera skills
- I-Learn – the BBC's own online journalism learning resource, used by BBC partners to supplement face-to-face training.

To date the project has:

- identified media partners in the region
- prepared the project website (also in Arabic) for the Media Dialogue programme, which has gone live (www.bbcdialogue.co.uk)
- delivered five symposia in the region
- undertaken two of five training sessions for journalists in the UK, with good feedback from each participant.

Activities for Year 2 include:

- training of senior journalists and editors as trainers and mentors
- the development of a robust system for monitoring the progress of journalists over time
- development of a journalism handbook in Arabic.

Symposia were delivered in Syria, Lebanon

and Egypt. As a consequence high level support between the BBC team and senior editors and politicians in the region was created by direct contact between the BBC World Service Trust (BBCWST) as well as journalists and ministers in each country. There was praise for the quality of dialogue and calls for it to be repeated and issues to be developed at a national level. The respected BBC presenter and reporter Nik Gowing was a guest outside speaker in Beirut; Lyse Doucet spoke in Damascus. FCO missions were supportive but the debate was a nationally focused professional dialogue, facilitated by the BBCWST.

Many of the sessions in Syria illustrated possibilities for reform and the further development of journalism. Discussions were intense, critical and brave. The Government was criticised by various participants on its current policies towards the media.

Journalists and officials agreed on the need to organise a similar symposium as soon as possible and the Information Ministry was to consider coverage on government TV.

The first round of professional four-week intensive UK media training began in May 2004 for seven journalists. The FCO Islamic Media Unit has briefed the team but the BBCWST is managing the training to exchange views and to explain that government contacts with journalists are a normal part of ensuring proper reporting and not a propaganda effort. The messages about professionalism between journalists and government spokesmen were discussed.

Long-term impact

The long-term impact will be a higher standard of professional journalism across the MENA region, which will come from the initial 200 journalists and editors who will have attended symposia or media in the UK courses feeding back into their relevant organisations.

The various monitoring systems that the project sets up will assess the impact at an individual and corporate level. The individuals will have the opportunity for continued contact and online mentoring. These 200 people will develop the skills of at least 20 people each per year, which is a multiplier effect of some magnitude.



Symposia in Damascus, Syria in April 2004

Egypt: Supporting Women's Rights Egyptian Ombudsman

Purpose

The purpose of this two-year project is to support implementation of recent progressive Egyptian employment legislation and make it work in practice for working women. The project aims to help Egyptian women to exercise their rights under local law and international conventions, particularly in response to discrimination at work. Tackling discrimination at work should help improve women's status at work, which will lead to more high-level managerial posts being occupied by women in both public and private sectors.

Target audience

The target audience is:

- high level politicians and ministers
- women who complain about discrimination in the workplace
- Egyptian line ministries with responsibility for drafting revised laws that affect women in the workplace, specifically the equal opportunities units in each Ministry.

Funding

The funding is £158,000 over two years.

Main activities

The main activities are:

- political support confirmed at a signing ceremony with Mrs Mubarak (wife of the Egyptian President) who symbolised the high level agreement for this initiative
- financial support to the Ombudsman's Office in documenting receiving complaints, resolving casework and

presenting findings; a typical case example is arguing for the right for women to take maternity leave to which they are entitled

- part-funded support for visits by Egyptian partners to discuss with British experts.

Outputs

Outputs delivered to date are:

- complaints from women received, investigated and resolved
- the Ombudsman's Office organised a meeting for regional ombudsmen in Alexandria in March 2004; most of the participants were from the Arab world; the objective was to exchange information and experience, and to establish a regional ombudsman's network
- post representatives visited the Ombudsman's Office on several occasions, where women were seen to be complaining in person; the Office also receives complaints by phone, fax and email (in the region of 40-50 a day)
- casework documents patterns of concern about discrimination; the Ombudsman's Office is working closely with equal opportunity units in ministries to examine obstacles that lead to gender discrimination
- the Ombudsman uses awareness raising techniques (TV, radio) to highlight the difficulties facing Egyptian women and educate them about their existing rights.

Long-term impact

The long-term impact is:

- to ensure the documented obstacles are presented to equal opportunity units in ministries and lead to actual revisions in areas of law requiring change
- enhanced status of the National Council for Women that enables them to support line ministries in drafting new legislation in a non-discriminatory way from the outset
- Egyptian women educated better about their existing rights and how to achieve them
- the opportunity to work with other partners EU–Arab to establish a regional ombudsman office, which now exists; this would be a significant achievement in establishing a centre of excellence in response to indigenous demand.



Her Majesty's Ambassador to Egypt and Dr Farkhanda Hassan, Secretary General of the National Council for Women, sign the agreement, witnessed by Fayza Aboul Naga (centre, standing), Minister of State for Foreign Affairs. January 2004.

Completed and ongoing projects for Year I

This section highlights some of the key projects that were completed during 2003–4 as well as those which are multi-year.

Egypt

Training of Lawyers in Egyptian Governorates on Human Rights Issues

A three-year project, run by the Arab Centre for the Independence of the Judiciary and the Legal Profession, was designed to promote the rule of law and observance of international human rights standards in Egypt. Outputs are 720 lawyers across 12 governorates to be trained in human rights litigation and the defence of civil liberties. At the end of the first year, 110 lawyers were trained and a training centre is expected to open in 2004. Expenditure in 2003–4: £63,674.

Supporting Women's Rights Egyptian Ombudsman

See feature project on p.58-59 for more details.

Kuwait

Supporting Women Activists

A one-year project, which involved the training of trainers and holding workshops, was co-funded by the British Council and delivered by a gender consultant to build the capacity of women to play a full and equal role as effective leaders and decision-makers. The aims were to improve the ability of women's groups to campaign more effectively and

to get their message across in the media, build regional capacity for sustaining the lessons of the workshop, and transferring skills and knowledge in the local language. Outcomes were that a cadre of women has started work towards a gender audit, which is the first of its kind in Kuwait. Expenditure in 2003–4: £13,985

Lebanon

Furthering the Role and Position of Women through Organisational Capacity Building

This two-year project is aimed at increasing the participation of women in the economy by promoting their economic independence through training, and by raising awareness of the role women can play in the economy. The Centre for Research Training Development delivered 11 workshops around the country. The project has now developed beyond the Lebanon-based stage, and the regional activities have started in Egypt and Morocco. Expenditure in 2003–4: £30,447.

Libya

Administrative and Economic Reform in Libya

In a speech in June 2003, Colonel Qadhafi signalled a new direction for Libyan domestic politics. This one-year scoping-study project, co-funded by United Nations Development Programme and the Libyan Government, looked to support the process of restructuring the Libyan

economy and highlight the challenges facing the Libyan public administration in its bid to become more efficient and transparent. A two-day round-table discussion on economic and administrative restructuring in Libya was held in Tripoli in January 2004. Expenditure in 2003–4: £13,243.

Morocco

Strengthening Morocco's Judicial and Administrative Reforms

This is a two-year project working with the European Centre for Common Ground and Moroccan Judicial and semi-judicial institutions to support their reform programmes and ease public access to justice without recourse to costly and lengthy court action. The Moroccan Ministry of Justice estimates that around 70% of cases brought to court annually in Morocco should be dealt with outside the court system. The project aims to strengthen an existing institution (the Ombudsman was set up in 2001) and work with the Ministry of Justice on new alternative dispute resolution (ADR) mechanisms. Outputs are to see ADR centres up and running within two years. Expenditure in 2003–4: £54,108.

Saudi Arabia

Promoting Economic Reform and Liberalisation

A one-year project to encourage Saudi economic reform through a better understanding of the implications and benefits of World Trade Organisation (WTO) accession. Successful seminars were held in three cities (Jeddah, Riyadh and Dammam) in March 2004 and were attended by over 500 business

representatives. They raised awareness about the WTO, showing UK support for Saudi accession. The seminars also gained very good press coverage. The experts recorded an interview for Saudi TV, in which the Deputy Minister of Commerce and Industry also participated. Expenditure in 2003–4: £22,440.

Promoting the Participation of Saudi Women in Civil Society

The Saudi press is an important institution that supports the social reform process in the Kingdom. A one-year project was set up to produce a tailor made course run by the Thomson Foundation. The aim was to provide first-hand experience of how women in the media can further empower women in society, encouraging the development of a civil society in Saudi Arabia. Course participants are at the forefront of exploring the boundaries of social, economic and political issues in an area in which Saudi women can play a public role. Expenditure in 2003–4: £12,577.

Syria

Support to Develop a Syrian Money Market

This two-year project was designed to aid development of money market systems for Syria (with assistance from the Bank of England and the Central Bank of Syria). This project will directly support improving public administration, economic governance and financial regulation in Syria. The Syrian Government has approved the establishment of a number of new private banks as part of a major programme of economic development. The project is in its second stage with staff from the Central

Bank of Syria attending specialist Bank of England seminars in the UK. Expenditure in 2003–4: £36,000.

UK–Syrian Dialogue

A one-year project was set up in partnership with the Royal Institute of International Affairs. A seminar was held at Chatham House in February 2004 designed to support a dialogue between the UK and Syria on how Britain could best assist a reform process in that country. Expenditure in 2003–4: £17,113.

Yemen

Enhancing the Professional Skills of Yemeni Women

This three-year project was set up to enhance women's performance in the marketplace and increase women's access to senior decision-making positions. A significant barrier to women's participation and career advancement is the lack of accessible certified management and administrative training in Arabic. The project aims to develop, within a local training institution, in partnership with the Women's National Committee and British Council, a management course targeted at women, offered in culturally acceptable premises, and in an open learning format that is accessible to working women. The first introductory course was held in March 2004 and the postgraduate diploma course has been established. Expenditure in 2003–4: £8,602.

Enhancing Women's Role in Local Community Projects

A three-year project in partnership with the Woman's Affairs Support Centre and Civic Democratic Initiatives Support

Foundation. The aim is to enhance the role of female decision-makers and to develop a network of young female decision-makers of the future. The project has three phases running over 30 months, aimed at raising awareness, developing decision-making skills through membership of shadow committees and ultimately enhancing female leadership in targeted districts and enlarging the number of female local council members by 2006. Expenditure in 2003–4: £18,181.

Multi-region

Anti-Money-Laundering Film The Laundry Bill

With co-funding from DFID a 40 minute documentary and training film was produced by the FCO Film Unit to raise awareness and provide direction to policy makers in the areas of money laundering, terrorist financing and corruption. There is an urgent need to engage Middle East and North African (MENA) countries that are not represented in any of the governing institutions to regulate the policy (for instance the Financial Action Task Force regional body). The film describes what money laundering is and where it takes place, as well as measures governments and individuals can take to prevent it. Dr Denis MacShane (Minister for Foreign and Commonwealth Affairs) held a reception in June 2004 to launch the film to the financial sector. The film is currently being distributed to financial institutions and embassies around the world. The film is produced on DVD and is available in Arabic, French and English. (Distribution of DVDs will continue into Year 2.) Expenditure in 2003–4: £66,298.

BBC My Life

In the Arab world 68 million people are illiterate, two-thirds of whom are girls. Experience around the world has shown that when girls' education levels improve, everyone benefits. Through the two-year project 'My Life', the BBC World Service Trust and the BBC Arabic Service will provide direct participatory opportunities for young women from across the Arabic-speaking world to explore their aspirations for and expectations of their futures. The project aims to ensure their views are taken account of by policy-makers. The project covers Egypt, Iraq, Jordan, Lebanon, Morocco, Syria and Yemen. The first workshop was held in May 2004 in Cairo. Expenditure in 2003–4: £160,298.

BBC Journalism Standards Training in MENA Region

See feature project on p.56-57 for more details.

Congress of Democrats from the Islamic World

The Congress of Democrats from the Islamic World took place in Istanbul on 12–15 April 2004. Organised by the National Democratic Institute and United Nations Development Programme, the conference brought together politicians from over 15 countries and across continents to discuss issues of governance, empowerment and freedom across the Islamic world. Expenditure in 2003–4: £53,948.

The GOF Strengthening Relations with Emerging Markets programme

Background

Emerging market countries that have embarked on growth and reform programmes, but have yet to reach a mature stage of development, will become more important to British interests over the next decade. Some of them already play a major role in the international system, while others are destined to do so. Some are already influential players in global economic issues such as trade negotiations, sustainable development and the environment, and in the global financial architecture. All are serious regional players. The Emerging Markets (EM) programme was designed to support efforts to strengthen governance within the most important of these markets to ensure sustainable economic growth and development; and to develop partnerships with these countries in pursuit of shared global goals.

Objectives and geographical coverage

The main focus of the programme in Year 1 was strengthening economic governance, democracy and respect for human rights in priority countries.

Key programme countries were Argentina, China, India, Indonesia, Mexico, Nigeria, Russia, South Africa and South Korea.

Project activity

The budget for Year 1 was £1,496,000, in which the programme has funded 43

projects. Key themes within the programme are listed below.

Economic governance and prosperity

To support the development of open, stable, sustainable, efficient and rule-of-law based economies through:

- economic reform – building institutions that provide macroeconomic and financial system stability, tax reform; public expenditure reform, assistance and advice linked to IMF programmes, regulation and competition reform, support for privatisation and public-private partnership, and improving the environment for investment
- tackling corruption – promoting transparency, strengthening preventative measures and tackling bribery
- corporate social responsibility – strengthening awareness of the role and responsibilities of business in promoting sustainable development
- promoting adoption of new technology.

Political governance and rule of law

To support capacity building aimed at strengthening social and political institutions:

- building participatory democracy – to promote inclusiveness and greater participation in government, both local and national for e.g. the indigenous and the poor; to build robust institutions and promote legal/penal reform

- strengthening civil society – to enhance the monitoring of government behaviour and to promote an independent media
- human rights – to help governments emerge from authoritarian regimes; promote indigenous and children’s rights; prison and police reform; and to strengthen the rule of law

Environmental governance

To mitigate the strains of development and globalisation on the natural environment by:

- improved management of natural resources – strengthening environmental democracy; energy sector reform; energy security; investment policy; biodiversity; action to counter illegal trade in natural resources; transparency in the audit trail of tradable natural resources.

Outcomes envisaged

The programme has had a successful start with a number of key posts undertaking a range of projects in order to identify which areas have the greatest potential to make a difference in the countries concerned. Through a number of high-quality projects progress has been made in:

- improving economic governance, particularly public–private partnerships and corporate social responsibility
- promoting greater transparency in government
- countering corruption and money laundering
- countering discrimination against ethnic minorities.

Programme progress

Important milestones have already been achieved. For example, in Argentina, Brazil, China and Mexico the UK is being seen as the ‘partner of choice’ in several areas of good economic governance. In Russia good working relations with human rights NGOs and the Russian Ministries of Justice and the Interior are now established. There is increasing interest in Russia and China to work with the UK on Science and Technology as well as technology exchange projects. Projects on anti-corruption and money laundering have started well in Argentina, China and South Africa.

The programme covers a wide range of potential areas of activity. Posts have been encouraged to limit their number of areas of activity, to prioritise the areas selected and to ensure that projects and areas are interlinked and mutually reinforcing in order to achieve the greatest possible impact in meeting post and Emerging Markets programme objectives as well as FCO strategic priorities. This has resulted in better conceived and more coherent country sub-programme strategies with better-focused objectives (a holistic approach that appears to be more effective than a series of separate projects).

Forward look to Year 2 (2004–5)

In the future this work will continue, but will increasingly be accompanied by activities aimed at building stronger relationships with the priority countries in order to have a more positive impact on regional or global issues. There is also scope for contributing to regional initiatives that involve one or more of the priority countries, for example Mexico.

The programme will have a much stronger focus on economic governance from 1 April 2005 when programme objectives will be realigned with FCO Strategic Priority 5: ‘Promotion of UK Economic Interests in an Open and Expanding Global Economy’.

Budget for Year 2

The programme budget for Year 2 is £3.2 million.

China: Anti-Money-Laundering Co-operation

Purpose

The purpose of this two-year project is to strengthen China's anti-money-laundering capacity by improving economic governance and encouraging increased participation in combating international financial crime.

Target audience

The target audience is China's chief bank, the People's Bank of China, specifically the staff of the Financial Investigative Unit (FIU) and the police officers, bank regulators and commercial institutions that are necessary to ensure proper enforcement.

Funding

The project has received total funding of £35,000 in 2003–4 and 2004–5 (£15,000/£20,000).

Main activities

The main activities are to deliver a comprehensive support package to develop China's financial investigation skills using the knowledge of National Criminal Intelligence Service specialists. This is providing:

- training of local trainers
- improved understanding of financial systems analysis and fraud detection
- improved co-operation between relevant Chinese ministries.

Future work will be to provide the FIU staff with enough training on financial investigation to kick-start the operation and to train the FIU trainers so that this programme is self-sustaining.

Outputs

Outputs are:

- training of local trainers to act as multipliers
- improved understanding of financial systems analysis and fraud detection
- improved co-operation between relevant Chinese ministries

Long-term impact

Less than a year after the first training activities, the Chinese Government officially announced its intention to establish an FIU. The timing of UK expertise brought in during the early stages of the FIU's development has helped to ensure that China will be able to move closer to international anti-money-laundering standards much faster than would have been possible otherwise.

An objective for the second year of the project will be to help China set up an effective FIU, which will be the central component of the Chinese Government's anti-money-laundering strategy.

Broad benefits of real social value will be to:

- prevent human traffickers repatriating the rewards of crime
- make corruption much harder to hide
- prevent China from becoming a haven for terrorist financing and money launderers
- aid the Chinese Government in establishing a broad tax base.

Argentina: Increasing Transparency in Government

Purpose

The purpose of this one-year project was to contribute to the current drive for congressional reform in Argentina, working to improve transparency, reduce corruption and boost civic participation in the decision-making process.

Target audience

The target audience is members of the Argentine Senate and House of Deputies, civil society and journalists.

Funding

Funding was £19,800 in 2003–4.

Main activities

The main activities were to support a key NGO interlocutor promoting basic recommendations on congressional reform to be included in the institution's reform programme, lobbying intended to assist legislators and inform civil society, disseminating information on constitutional rights and training a network of pro bono lawyers on access to information in government.

Outputs

The main outputs were:

- the presentation of a document containing basic recommendations for Senate reform
- training 100 pro-bono lawyers on access to public information in the legislative branch of government

- launch of the first website on access to information in Argentina
- publishing 'Actions for transparency: practical cases, a step-by-step guide to project experience'
- extensive press coverage on the reform process, including coverage of demands for reform from across civil society

Long-term impact

Political will for congressional reform has been growing in Argentina in recent history. In February 2004, Argentina's Vice President Scioli presented a plan for 'Institutional Strengthening of the Senate', which contains many of the points advocated by the non-governmental sector.

The campaign contributed to specific results including the launch of the Senate's website and of a Senate TV channel (new for Argentina), and the introduction of the nominal vote in the senate chamber. The reform process is ongoing. In recent weeks, and for the first time, the Senate's presidential decrees have begun to be published on the internet allowing citizens access to decisions concerning Senate personnel, public procurement, privatisation and expenditure.

Project work is ongoing to support legislation on access to information, and political party reform.

Completed and ongoing projects for Year 1

This section highlights some of the key projects that were completed during 2003–4 as well as those which are multi-year.

Argentina

Financial Education for the Argentine Legislature

This project was set up to improve the financial and economic knowledge and understanding of Argentine legislators, so enabling them to take better-informed decisions in economic areas key to Argentina's future economic prospects. This is a multi-year project with a series of tailor-made seminars organised by the Centre for Financial Stability. Expenditure in 2003–4: £28,125.

An Argentine Index of Corporate Governance

The information available on corporate governance is scarce and unreliable in Argentina. This project selected and weighted a range of relevant qualitative and quantitative variables on listed Argentine companies and used these to create an index of corporate governance. The second stage of the project will cover financial institutions. Expenditure in 2003–4: £21,875.

Regulation of Energy Utilities

An examination of utility privatisation and its effects on the current energy crisis in Argentina by Di Tella University provided the base line study for visit by UK energy regulators. The visitors presented UK best

practice to key investors, government ministers and officials in order to influence policy-making during the crisis. Expenditure in 2003–4: £16,941.

Improving the Argentine Anti-Money-Laundering Regime

In November 2003 a two-day seminar of financial, legal and political experts was organised in Buenos Aires with the participation of bankers' associations and the Argentine Financial Information Unit (AFIU). A representative of the National Criminal Intelligence Service gave a presentation and subsequently made several calls on key players, which has helped to boost bilateral co-operation between the UK and Argentina. After this the President of the AFIU was sent to London on a themed visit with Latin American counterparts. Expenditure in 2003–4: £7,553.

Intellectual Diplomacy

The first in a series of public lectures by British experts was held at Universidad Torcuato di Tella on the subject 'Crime and Inequality'. Subsequently there was a useful exchange of views between the visiting lecturer from the UK and the Labour Ministry. Expenditure in 2003–4: £5,310.

Freedom of Information

This was an extensive lobbying programme targeting members of the Senate Committees, legislators and the press in order to lend weight to the campaign for Access to Information Legislation. The project increased

awareness about the right to access public information, building a network of organisations and individuals to continue this work in the future. Expenditure in 2003–4: £25,460.

Increasing Transparency in Government

See feature project on p.68 for more details.

Environmental Governance: Access to Justice, Policy-making and Information

A research team has been established to conduct national assessment of the extent to which Argentine institutional frameworks and practices are consistent with Principle 10 of the Rio Declaration. (Principle 10 says that each individual shall have appropriate access to information about the environment that is held by public authorities, including information on hazardous materials and activities in their communities, and the opportunity to participate in decision-making processes.) An extensive analysis has been undertaken and an innovative research methodology designed. Specific lobbying was undertaken to increase compliance with existing legislation on transparency. Expenditure in 2003–4: £20,300.

Environmental Governance: Education, Awareness and Capacity Building

Four workshops have been held on indigenous rights, scavenger communities, community empowerment and tackling poor water resource management in different regions of the country during the course of this one-year project. Individual strategies tackling each issue have been drawn up and a national network of lawyers working on human rights and environmental degradation has

been established and convened. Reports on the workshops and the first Annual Report on the state of human rights and the environment in Argentina will be distributed widely. Expenditure in 2003–4: £33,000.

Brazil

Improving Management of the Brazilian Exclusive Economic Zone

A three-day seminar was organised in November 2003 which brought together UK experts and all Brazilian Government departments with an interest in the Brazilian Exclusive Economic Zone. The UK was able to share its expertise in the licensing and monitoring of fishing activity in UK waters and in conservation of fish stocks, and in coping with environmentally damaging spills into the sea from the offshore industry and shipping. Expenditure in 2003–4: £21,416.

Dissemination of a Brazilian E-Government Sponsored Visit to the UK to a wider Brazilian Audience

In July 2003 Brazil's e-envoy visited the UK on a joint FCO–British Council sponsored visit. In November 2003 he organised a two-day seminar to present the findings of his visit to some 200 local government representatives. This project funded the attendance of three UK speakers at the seminar. Expenditure in 2003–4: £11,995.

Public–Private Partnerships Workshop

This one-year project consisted of a two-day practically focused interactive workshop with a range of UK speakers to stimulate discussion among officials from the Planning Ministry's Public–Private Partnership (PPP) Unit and other frontline departments. Counterparts from

the three state governments pioneering PPPs at the sub-federal level also took part. Expenditure in 2003–4: £16,001.

China

Transforming the Public Sector with Public–Private Partnerships

A multi-year project was set up in which a policy research centre has been established to undertake research and analysis based on best practice in UK and other international settings. Public awareness-raising seminars and meetings have taken place. Expenditure in 2003–4: £32,380.

Competition and Regulation Policy

The aim of this multi-year project is to strengthen integrated policy-making in the area of competition and regulation by working with Chinese think tanks. An integrated implementation plan has been designed, which has laid a good foundation for implementation in Year 2. In February 2004 five Chinese participants went on a study tour of the UK to observe policies and best practice. The project launch ceremony and workshop were held in March 2004. Expenditure in 2003–4: £26,000.

Designing a Programme of Intellectual Property Enforcement Support

This three-year project is using UK experts to work closely with Chinese partner organisations to develop enforcement and understanding of intellectual property law. A UK team visited Beijing in February 2004 and agreed a work plan and series of seminars. Expenditure in 2003–4: £50,000.

Developing and Piloting a Labour Tribunal System

UK expertise is being used to establish a labour ‘arbitration court’ system based on UK best practice. A project office, steering committees and advisory groups have been set up and are working on this three-year project. Expenditure in 2003–4: £29,900.

Anti-Money-Laundering Co-operation

See feature project on p.67 for more details.

E-Civil Society

The first ever web-based platform for small to medium sized Chinese NGOs is being developed through a two-year project to promote NGO transparency as a means to attract domestic and international donors. Expenditure in 2003–4: £14,500.

Promoting the Media’s Role in Improving Transparency in China’s Financial Markets

During this project activities included curriculum development, training, production of articles focusing on the rights of journalists and dissemination of reports through a national conference. A tailored curriculum was developed in January 2004 following a consultancy visit by the Article 19 NGO (based in the UK). Expenditure in 2003–4: £16,000.

Promoting Corporate Governance Reform in Chinese Listed Companies

The project implementers are assessing corporate governance problems, mainly financial transparency and human resource issues, among a volunteer group

of ten Chinese listed companies. They will then deliver a package including training courses and seminars for senior managers during the course of this two-year project. Expenditure in 2003–4: £22,463.

Mexico

Community Workshops on Human Rights

Nine workshops were held between January and March 2004 during the trial phase of this project. Training has been given to 90 people from rural communities on human rights, including human rights protection, civil participation, peaceful settlement of conflicts, and promotion and defence of the rights to equality. Those trained will now cascade what they have learned to their communities. Further workshops will take place during Year 2 of the project. Expenditure in 2003–4: £3,553.

Good Governance Forum and Showcase

This one-year project had two distinct parts. The first was the organisation of a national meeting including local, state and national representatives of government, civil society and the private sector where relevant experiences and information were shared. The second was a simple format to document some of these experiences and disseminate them to others who were not direct participants in the meetings. Expenditure in 2003–4: £47,000.

Corporate Social Responsibility Event

The event was called ‘Evolution: From Enterprising to Entrepreneur’. A one-day seminar offered practical advice to some 1,000 young entrepreneurs in the small to medium size enterprise sector on how to survive in business. The programme

included presentations from leading entrepreneurs, information packs, practical workshops, mentoring and analysis of success stories. Expenditure in 2003–4: £20,000.

Promotion of Public Information Access Culture among NGOs

This ongoing project is providing training for NGOs and business organisations on how to use the new Transparency and Information Access Act. A user-friendly manual on freedom of information is also being developed. Expenditure in 2003–4: £26,692.

Assessing Implementation of Principle 10 in Latin America

Principle 10 says that each individual shall have appropriate access to information about the environment that is held by public authorities, including information on hazardous materials and activities in their communities, and the opportunity to participate in decision-making processes.

This two-year project, based in Mexico, covers El Salvador, Costa Rica, Chile, Peru, Bolivia and Ecuador. In the first stage of the project the methodology guide for applying evaluation indicators to access principles has been adapted for use by the region’s organisations and has been translated into Spanish. After being trained in Rome, two members of the coalition of NGOs in charge of implementing the project have started the dissemination of the training, working closely with national and state co-ordinators. Expenditure in 2003–4: £180,000.

Promotion of Ecological Tourism in the Region of Calakmul

Activities associated with this one-year project include the refurbishment of an existing accommodation facility, building four additional cabins, clearing a camping area, erecting four observation towers and constructing huts to observe fauna. In addition, ten members of the community will be trained in tourism with an emphasis on sustainability. Developing this area as a tourist attraction will directly benefit 65 families in two communities. Expenditure in 2003–4: £37,206.

Roots of the Future

This one-year project in the Biosphere Reserve of Calakmul has created the infrastructure required for ecological tourism. This included opening trails, building observation towers and huts, and providing training in ecological tourism in an area of 1,250 hectares, rich in flora and fauna. The project will benefit at least 55 Mayan families from the region. Expenditure in 2003–4: £24,852.

Nigeria

Promoting Democracy and the Rule of Law: Coalition against the Death Penalty

In this one-year project implementers undertook a lobbying and advocacy programme with the new National Assembly to seek legislation against or to promote a constitutional amendment to abolish the death penalty. Media and the public were also sensitised to the implications of the death penalty and its alternatives. Expenditure in 2003–4: £105,270.

Technical Support to the Economic and Financial Crimes Commission

This two-year project started with a one-week scoping mission by the British National Criminal Intelligence Service (NCIS) to conduct a training needs assessment. A series of four one-week long training programmes for core staff of the Economic and Financial Crimes Commission will be provided by the NCIS over eight months in Nigeria. Expenditure in 2003–4: £3,670.

Russia

Improving Conditions in Pre-Trial Prisons and Colonies

This two-year project is helping to bring the management of Moscow pre-trial prisons up to the standards required by international human rights instruments. A programme of visits to prisons is being implemented. High level meetings have been held between the UK and Russian Prison Services and the Russian Government Department overseeing the programme of reform. Expenditure in 2003–4: £35,021.

Strengthening the Implementation of Alternatives to Imprisonment

The project implementers, Penal Reform International, have been visiting and holding discussions with the Criminal Executive Inspections in 18 pilot regions of Russia to establish priorities and the content of forthcoming training programmes. NGOs are also being trained so that they can better supervise non-custodial sentences. The project is on going. Expenditure in 2003–4: £90,074.

Ethnic Minorities and Access to Justice

A three-year project to provide training and workshops for ethnic minority representatives and local police is taking place in Moscow, Samara, Krasodar and Ekaterinburg. Expenditure in 2003–4: £37,804.

Researching and Defending Roma and Gypsy Rights

Roma and other Gypsy-type groups, with an estimated population of around two million in Russia, are very vulnerable due to their lack of official documents. Initial research has been undertaken for a report that sets out the issues and difficulties. Round-table discussions are being held to bring together Romas and Gypsies, police and local authorities during the course of this two-year project. Expenditure in 2003–4: £16,470.

Dialogue: Media Freedom and Administrative Reform

In Russian cities and towns, establishing local mass media independence depends to a great extent on the attitude of the heads of local authorities. A two-year project is in the process of training press secretaries of local authorities so that the latter will become more transparent and the independence of the local media will increase. Expenditure in 2003–4: £43,415.

Special Training for Officials of Law Enforcement and Court Bodies on Intellectual Property Protection

This one-year project (part of a large UNDP project) focused on the development and delivery of specialist training. A training manual has been produced and a series of training seminars have been conducted in the main regions of Russia. Expenditure in 2003–4: £100,123.

Development of Russian Technology Business from Academic and Public Research

This one-year project facilitates a two-way exchange of experts from the Russian regions and Oxford Innovations in order to assist Russian regional authorities and academic organisations to establish a legal framework and institutional infrastructure for technology commercialisation. Expenditure in 2003–4: £62,550.

Promoting Standards in Public Life in the Russian Regions

This two-year project is contributing to administrative reform and self-regulation in the public sphere in Russia by introducing the experience of Britain's Committee on Standards in Public Life. Four working groups have already been established and are working on developing guidelines and producing reports in priority fields. Expenditure in 2003–4: £30,026.

Workshop for Human Rights NGOs Active in Russia

This one day event was held in the FCO London and brought together representatives of key NGOs working in Russia, in particular in the area of human rights and social welfare, in order to encourage better communication between them, less duplication of effort and increased pooling of resources. The Russian Presidential Human Rights Adviser participated and was able to set out Russia's priorities in this field. Expenditure in 2003–4: £2,606.

South Africa

Building Capacity in the Financial Intelligence Centre

An ex-Metropolitan Police Service financial investigator is acting as mentor to assist the Financial Intelligence Centre to rework its financial investigation course and to create other training courses during this multi-year project. The new course has been rolled out in Pretoria and Durban. An initiative is underway with the University of South Africa to design a degree or certificate course for certified financial investigators. Expenditure in 2003–4: £17,600.

Building Capacity in the Independent Complaints Directorate

This one-year project builds on an existing partnership between the Independent Complaints Directorate (ICD) and the Metropolitan Police Service after a training needs analysis in 2002. The ICD is the only government body mandated to investigate deaths in custody and other deaths that result from police action. It now has in place a basic investigators course and a group of trainers who have been identified to deliver the training to other staff. Expenditure in 2003–4: £47,994.

Independent Complaints Directorate Anti-corruption Assistance

A two-year project in which the ICD has been tasked by the Minister of Safety and Security to set up and run an anti-corruption unit within the police agencies. A Metropolitan Police Service secondee has been chosen to assist the ICD in setting up and running this unit for one year. Expenditure in 2003–4: £11,844.

Special Investigation Unit Mentorship

A multi-year project in which the Special Investigation Unit (SIU) investigates corruption within government departments. A UK mentor started work in October 2003 on four key areas of the SIU strategic plan: training needs and performance development programme, potential leaders programme, revision of reporting formats, and organisation of a training week for the entire unit in January 2004. Expenditure in 2003–4: £50,818.

Illegal Immigration in South Africa: Investigating Impact and Policy Options

A multi-year project in which the Department of Home Affairs has commissioned research on illegal immigration, particularly its impact on the economy and crime, to assist in policy planning. The first stage of the research is concentrating on interviewing detainees in the major detention centres for illegal immigrants. The second stage provides case studies of particular immigration holding centres. Expenditure in 2003–4: £31,463.

The roles and responsibilities of the GOF Central Management Team

The GOF Central Management Team (CMT) opened in July 2003 to provide guidance and support to the GOF programme budget network. Its main responsibilities are:

- resource management of the GOF programme budget expenditure
- promotion of best practice programme and project management, including monitoring and reporting on programme expenditure and evaluating GOF programmes
- communications and publicity of the GOF
- management of GOF's Administration Fund, including training and allocating staff across the GOF network.

Resource management

The CMT is responsible for managing the financial aspects of GOF programme budget expenditure. This includes collating monthly figures on the current spend for the programmes, and producing thematic and geographic statistics. The CMT also analyses programmes' performance and advises the GOF Steering Group on whether, at key points in the financial year, monies should be vired between programmes or returned to the centre.

Promotion of best practice programme and project management

The creation of the GOF has allowed the FCO to implement a new approach to project management. The emphasis was to embrace best practice techniques as recommended by the Office of Government Commerce as well as the FCO's own Programme and Project Management Group.

Project management

Project proposal form

The project proposal form is a template designed to capture key elements of each project, including: purpose, timing, funding, outputs, outcomes, risk and project relevance to FCO strategic priorities. There is also a section dedicated to the monitoring and evaluation of projects as well as indicators of success.

A summary bid is normally submitted to enable the relevant programme manager to provide feedback at an early stage and avoid nugatory work. The layout of this form has been created in conjunction with an appraisal matrix, which is a tool for assessing whether projects should go forward to relevant programme boards. This allows projects to be compared on a like-for-like basis. For more detail on project selection processes see below.

Project selection process

GOF programme teams have tailored an appraisal matrix system to suit their respective programmes. This system works by scoring project proposals to ensure that key components of the project proposal are looked at. As a result proposals are appraised objectively and a clear ranking of bid proposals is produced.

GOF project contract guidelines

A GOF project contract template is used to ensure that a legally binding agreement is in place between the project sponsor and the project implementer. This document signs up both parties to the timeframes, budgets and deliverables listed in the project proposal form. It also contains evaluation reporting as well as audit and legal requirements.

Monitoring and reporting on programme expenditure

Regular reporting on budgets and accurate profiling of projects are key tools in assessing programme and project progress. One of the CMT's foremost tasks was to put effective systems in place in order to comply with these requirements. The CMT reports regularly to the GOF Steering Group and the FCO's Finance, Planning and Performance Department (FPPD). In addition, it is also necessary to satisfy the National Audit Office, as part of its annual review of the FCO account (as well as any other interested parties, including the Foreign Affairs Select Committee of the House of Commons.)

The CMT has worked closely with the programme team network in Year 1 to ensure that the five programmes manage their respective allocations effectively. This

will continue in Year 2. The CMT carries out a financial assessment of each programme monthly to produce a report. The report sets out how the programme has performed in key areas, such as allocation of money to projects, spend and profiling.

Project implementers need to ensure that projects are fully profiled and re-profiled throughout the proposed lifecycle of a project to reach a full spend. This process is mirrored at programme and fund level to ensure we can keep track of commitments and expenditure at all times.

Monitoring and evaluating programmes and projects

The CMT was keen to have a monitoring and evaluation adviser who would be responsible for evaluating the GOF's and individual programmes' performance over the course of the spending round. An adviser was recruited early in Year 2 of the Fund. Progress and activities undertaken will be included in the report for that year.

Risk management

An integral part of the GOF is the identification and management of risk across programmes and projects. Both the CMT and GOF programme teams have introduced risk logs, which are regularly monitored to ensure that risks are managed, and that they remain at tolerable levels.

Stakeholder management and communications

Each GOF programme has a diverse range

of stakeholders – from the FCO ministers to project implementers. An essential element of project management is to engage and inform stakeholders fully to ensure that the project has maximum effect. To support this work all programme teams have developed ongoing stakeholder strategies. The strategy identifies stakeholders and places them against the appropriate level of interest or influence.

GOF communications

The GOF held an external seminar on 2 October 2003 to inform civil society and other key stakeholders about the Fund and to explain the objectives of the programmes. The seminar took the form of a number of central and breakout sessions, which were designed to give attendees a better idea of how the funding process worked. The seminar gave programme managers the opportunity to engage with stakeholders and get ideas for the future development of the programmes.

The GOF also held an internal briefing session for FCO staff in October 2003.

FCONet and GOF website

The CMT set up intranet and website pages for the GOF (www.fco.gov.uk/gof) to keep FCO staff and civil society informed of the GOF and its programmes, essential forms and guidance. Use of these sites has increased, a sign of their value as they spread best practice and provide an accessible home for essential documents.

Managing the Administration Fund

The GOF Administration budget (£2 million) funds GOF programme teams based in London, locally employed staff overseas, training for the GOF programme network and running costs for programme teams. The CMT co-ordinated 15 project management courses for programme fund managers in London and regional hubs worldwide. Overall, more than 150 staff were trained in essential skills.

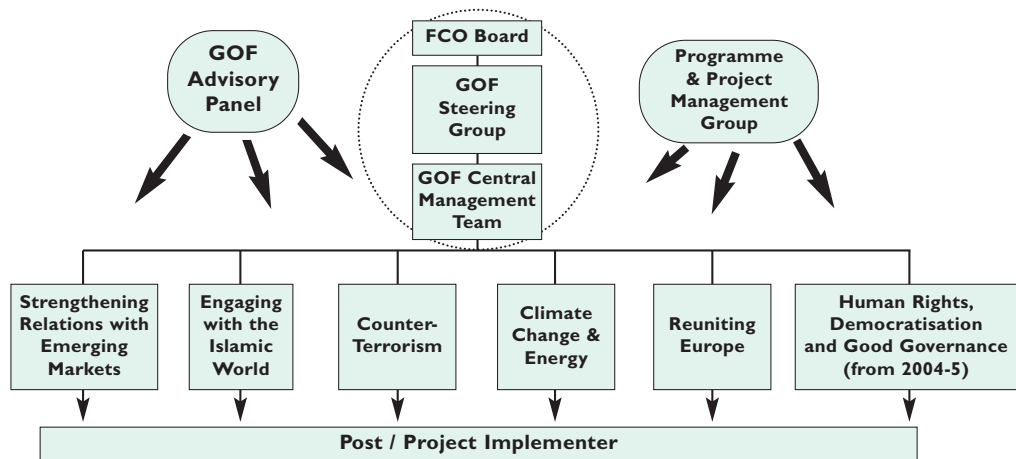
Administration Fund account for Year 1

The chart below lists the highest five accounts under the Administration Fund for Year 1. An underspend was identified at an early stage, which was the result of late recruitment and subsequent smaller paybill for staff. In total £600,000 was subsequently transferred to programme budgets to fund additional projects.

	Allocation	Money spent
Staff	£653,088.00	£634,456.00
Running costs	£403,350.00	£295,109.00
Training	£301,632.00	£243,945.00
Communication	£98,282.00	£96,592.61
Total	£1,456,352.00	£1,270,102.61

GOF infrastructure, management and achievements

Infrastructure for the GOF network



Programme teams in London

Each GOF programme has a team based in London that is dedicated to GOF work. Teams work closely with potential bidders to advise on project proposals. Their roles also include:

- selecting projects for programme board (see below) approval
- co-ordinating monthly financial and progress reports from posts on profiling, spend and activities
- implementing and cascading programme and project management best practice techniques, including risk assessment and monitoring and evaluation
- liaising with stakeholders and the wider GOF programme team network
- submitting quarterly progress reports on programmes to the GOF CMT
- keeping track of key policy issues to ensure portfolio of projects support priority issues.

Project teams at posts

There is a strong network of staff (both UK-based and locally employed) in posts in priority countries who are fully employed on GOF work. Local staff have the relevant expertise to explore and develop partnerships in country and across the regions. As project officers they work closely with local implementers and are often the driving force behind a project's success.

Programme boards

Programme boards assess the suitability of projects and meet as often as required. The boards may include appropriate representatives from the relevant FCO Directorates and other government departments as well as civil society members. (Programme board representation and frequency of meetings vary across the five programmes.)

Management

GOF Steering Group

The GOF Steering Group (GSG) meets quarterly. The terms of reference of the GSG are to:

- allocate funding to programmes
- ensure programmes are working towards and achieving FCO & GOF objectives
- approve the current spend profiles across the GOF
- consider the strategic movement of money between programmes
- look at strategies to manage risks that may impact on the delivery of the GOF
- approve expenditure associated with the £2 million Administration Fund.

The members of the GSG are:

- the Director, Global Issues (Chair)
- the Director of Finance
- the Director for Strategy and Information
- a British Council representative
- a Department for International Development representative
- the head of the Public Diplomacy Policy Department
- a member of the GOF CMT (acting as secretariat).

The GOF Advisory Panel

The role of the GOF Advisory Panel (GAP) is to:

- provide advice to existing and potential programme teams, project implementers and posts
- review GSG papers and provide recommendations and advice in advance of its quarterly meetings.

The GAP is made up of representatives from the following:

- Directorate for Strategy and Information
- Human Rights, Democracy and Good Governance Group
- Sustainable Development and Commonwealth Group
- Science and Innovation Group
- Climate Change and Energy Group
- Global Economy Group
- Drugs and International Crime Department
- Counter Terrorism Policy Department
- Programme and Project Management Group
- Finance, Planning and Performance Department
- Middle East North Africa Directorate's Islamic World Group

Programme and Project Management Group

All GOF programmes follow the principles contained in the best practice guidelines published by the Programme & Project Management Group, which are designed to help individuals and units deliver their programmes and projects successfully.

These principles include:

- a fair, open and structured project selection process
- effective project management
- effective and timely resource management
- risk assessment
- communication and stakeholder management
- peer review process and evaluation framework.

Achievements

The priority in the first year of the GOF was to establish systems enabling quality projects supporting FCO priorities to receive funding as soon as possible. This involved:

- setting up the CMT and five GOF programmes, including recruitment of appropriate staff
- developing clear procedures for allocation of funds from the GSG to programmes and from programmes to projects
- establishing profiling requirements and monitoring expenditure, resulting in full spend at end of 2003–4
- creating a portfolio of almost 200 projects across the five GOF programmes (over 40 per cent were multi-year projects) in over 60 countries; this included giving vital support to the launch of the Renewable Energy and Energy Efficiency Partnership, a significant increase to the UK's counter-terrorism capacity building overseas and the beginning of a new era for our project work in the Islamic World.
- implementing best practice for project

and programme management across GOF (focusing on risk, stakeholders, communication, monitoring and evaluation)

- recruiting more than 30 locally employed project officers across the GOF network
- launching both intranet and website pages
- holding internal and external briefings for staff and civil society to provide information on the Fund
- undertaking home and overseas project management training to over 150 staff from over 50 posts.

Lessons learned from Year 1 and forward look to Year 2

Lessons learned

Getting started

The Fund was officially launched in May 2003. However the CMT did not open until July and a number of programme teams were not fully staffed until October. A longer lead-in time before the launch would have been preferable to allow sufficient time for teams and the CMT to deliver an effective service at the outset.

Teamwork across the GOF network and other programme budgets

The CMT has taken a 'joined-up' approach to the management of the Fund, so the entire programme team network has the same vision and follows the same guidelines. GOF programme managers are in close touch with their overseas network to convey best practice; they also visit their priority posts as required to look at existing projects and identify new proposals.

GOF programme teams in London meet weekly to discuss common issues. Lately a much wider circle of staff (including those who are responsible for other programme budgets) has come together to agree on matters of mutual interest and as a result, a common proposal form is now used by the GOF, the Drugs and Crime Fund, the Public Diplomacy Challenge Fund and the Global Conflict Prevention Pools. The CMT will be working hard with the GOF network and beyond to maintain and further promote team working.

Communications

The CMT is aware that clear and regular communication with the GOF network and other stakeholders is also a vital part of ensuring the Fund's success. Staff moves increase the need to keep everyone up to date at all times and the sheer number of stakeholders has involved a huge effort by all concerned to keep them informed. The CMT and GOF programme teams aim to be fully transparent making increased use of the FCO's internal 'FCONet' and the GOF pages of the FCO website.

Training

The lack of project and programme management training was a threat to effective spending when GOF first started, but a rigorous programme of training (and recruitment of experienced locally employed staff) has changed the position. GOF training is continually evaluated to ensure it meets staff needs and an FCO-wide training framework for project and programme management has recently been agreed. The CMT will be working with the service providers as well as FCO regional training centres to deliver this at home and overseas. The CMT will pay particular attention during Year 2 to ensure that all those who are responsible for the delivery of GOF projects, including those responsible for budget monitoring at posts, have received project management training.

Financial reporting of projects

The CMT learned that it was crucial to implement a well thought through project management process cycle within programme teams in order to ensure effective use of their budget allocation. This enabled projects to be agreed early on so that payments could be made as early in the financial year as possible. The introduction by the CMT of monthly financial reporting ensured GOF a full £24.7 million spend in Year 1. It will be necessary to be equally attentive in Year 2 to ensure that this is maintained as the overall GOF budget grows.

Success of projects

The CMT was keen to explore ways to measure results of projects and found that monitoring and evaluating outputs took as much effort as analysing spend. See the monitoring and evaluation section below for more detail.

Forward look to Year 2

Human Rights, Democracy and Good Governance programme

The Human Rights, Democracy and Good Governance (HRDGG) programme got underway at the start of 2004–5. In addition to funding the production of the FCO’s Annual Human Rights Report and subscriptions to international human rights organisations, this programme concentrates on the thematic areas that FCO ministers identified as priorities:

- anti-torture
- abolition of the death penalty
- freedom of expression
- child rights
- rule of law
- discrimination.

The HRDGG programme is currently being reviewed as part of the FCO’s internal reorganisation efforts, which aim to align the FCO’s activities more closely with its eight strategic priorities. The HRDGG programme will fall under Strategic Priority 6 from 2005–6. A new programme strategy is currently being drawn up. More detail will be provided in the GOF Annual Report for Year 2.

Monitoring and evaluation

The focus on Year 2 has shifted towards monitoring and evaluation aspects of programme and project management and the recruitment of a monitoring and evaluation adviser was a key part of this process. The role of the adviser is to ensure that GOF programmes and projects have in place the mechanisms that will enable us to say whether those programmes and projects have achieved their objectives. In order to do this realistic milestones, outcomes and indicators of success have been identified at the programme level. Two immediate objectives are to include a more-detailed section on monitoring and evaluation in the project proposal form and to provide training to posts early in Year 2. Further progress on these aspects will be highlighted in the GOF Annual Report for Year 2.

IT improvements

CMT is working hard to pioneer improvements to existing IT with the creation of an FCO-wide projects database (e-forms), which will be accessible through the FCONet. The main purpose will be to allow electronic completion and submission of the project proposal form, which will become the basis of the system. In addition, searches can be made on all

sections of the form, providing access to projects, contacts with non-governmental organisations (NGOs) and so on. The database will also be a valuable tool in monitoring and evaluating projects. Ultimately this application will provide an institutional memory for the FCO and will allow all those responsible for dealing with programme budgets to benefit from best practice and lessons learned.

Seminars and stakeholder surveys

The GOF Reuniting Europe (RE) programme carried out a stakeholder survey in June 2004, followed by a two-day conference from 22 to 23 September 2004. The main purpose was to bring posts and other stakeholders together and communicate with them on a range of strategic, programme and project management issues.

Following on from the RE programme team's initiative, stakeholder surveys will

be carried out by the remaining programmes. The CMT will also carry out a similar survey to receive constructive feedback on performance.

GOF manual

A GOF manual is being produced to provide user-friendly guidance on the principles of programme and project management, including advice on the procurement of goods and services. The manual will be made available to all those across the GOF network.

GOF Programme Team Staff profiles

Counter-Terrorism

Staff profiles

Alex Budden – programme manager

Alex held the position of GOF Counter-Terrorism (CT) programme manager from May 2003 until July 2004. His 13 years in the FCO have been spent primarily in international security work and he has served in Saudi Arabia, Russia, Nepal and Croatia. For the past 11 years he has been closely involved in the development and delivery of assistance programmes in support of international security policy work, including in Afghanistan and now globally for counter-terrorism. Alex is also the UK's representative to the G8 Counter Terrorism Action Group.

Note: Alex was subsequently replaced by Debbie Tomlinson who joined in August 2004.

Sarah Parsons - deputy programme manager

Sarah joined the CT programme team as deputy programme manager in October 2003. Sarah undertook responsibilities for programme and project core requirements as well as a range of other essential CT activities.

Note: Sarah left the CT team in June 2004 in order to prepare for her posting to Manila in the Philippines. Her slot was filled in November 2004 by Jonathan Drew.

Brendan Higgins – project supervisor

Brendan Higgins worked in the section until June 2004. Brendan helped establish the GOF Counter-Terrorism

programme.

Note: Brendan was replaced in June 2004 by Michael Groves.

James Dolan – budget monitor

James worked in European Union Department (Internal) and Conference and Visits Group before joining the Counter-Terrorism Assistance section in 2003. His main role is to act as budget monitor, and he also supports other officers in the section.

Roger Pearce

Commander Roger Pearce joined the FCO from New Scotland Yard in July 2003 to become the FCO's first Counter Terrorism Assistance (CTA) Adviser. Roger was the head of Special Branch and Director of Intelligence in the Metropolitan Police and has extensive experience in countering extremism and terrorism at every level.

His role in the CTA Section is to help deliver CONTEST. Roger undertakes visits to priority countries and, together with FCO Missions abroad, holds discussions with key interlocutors, particularly from the law enforcement, intelligence and security agencies. Roger is then able to identify areas of vulnerability in which the UK can assist through the GOF CT programme. The aim is to identify and engage UK experts to deliver CTA in country which is both long-term and deliverable.

CT Programme Team Contact Details

Telephone: + 44 20 7008 4330

E-mail: gofct@fco.gov.uk

Climate Change and Energy



Brian Cope - programme manager

Staff profiles

Brian Cope – programme manager

Brian became the Climate Change and Energy (CCE) programme manager in October 2003 on his return to the UK after 12 years overseas. More recently he was first secretary (management) in Kampala. In all he has served in six overseas posts and has a wide range of experience in policy, management and project management work.

Note: Brian left the team in December 2004. The position is currently vacant.

Amy Cottage – deputy programme manager

Amy joined the FCO in November 2003 and the GOF CCE programme was her first posting. Previously she worked as a management consultant gaining experience in project management across a range of business sectors.

Note: Amy has since left the CCE programme and was replaced by Laura Carr in July.



Amy Cottage -
deputy programme manager

Emma Walpole – budget monitor

Emma Walpole joined the section in November 2004.

Contact details

Telephone: + 44 20 7008 4174

E-mail: gofcce@fco.gov.uk

Reuniting Europe

Staff profiles

Sue Kinoshita – programme manager

Sue has worked in the FCO for 20 years, 12 of them spent in Japan. From 1996 to 1999 Sue headed the UK's export promotion service in the challenging market of western Japan, where a commitment to providing a high-quality service and delivering results mirrors GOF's own commitment to deliver impact and value for money.

Sue's most recent post was that of press officer in the British Embassy in Tokyo. This gave her extensive experience in running projects, notably a series of initiatives designed to convince the Japanese authorities and public that England supporters visiting for the 2002 World Cup were to be welcomed, not feared! The challenge of setting up a new programme involving many diverse stakeholders and spanning 21 countries builds well on her experience in communications and in developing collaborative partnerships.

Chris Brealey – deputy programme manager

Chris arrived in the FCO via a career in local government, where he was responsible for administering social housing in one of the London boroughs. Since joining the FCO he has developed a specialism in European issues, including jobs covering the Baltic countries, Romania and Bulgaria.

Note: Chris has since left the RE programme. His position was filled in November 2004 by Jacqui Wilson.

Tim Softley – budget monitor

Before joining the FCO in 2001, Tim spent 10 years as a teacher of history and politics in further education (including three years in Poland). On joining the FCO he worked in the International Press Section, followed by short spells in HR, Science and Innovation and FCO Services: Conferences and Events. He started working in the GOF Reuniting Europe team in September 2003. His main responsibility is for budget monitoring.



L-R: Tim Softley - budget monitor, Sue Kinoshita - programme manager, Chris Brealey - deputy programme manager.

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Engaging with the Islamic World



Back L-R: Ian Felton - programme manager, Steve Chandler - deputy programme manager, Front: Debbie Ward - programme assistant.

Staff profiles

Ian Felton – programme manager

Ian established the programme team in September 2003 on return from three years as Deputy Head of Mission in Cambodia and

prior to that having spent four years at the UK Mission in New York. In both posts he dealt extensively with UN organisations and worked with NGOs on strategy and implementation of projects on the ground.

Deputy programme manager

During the first year of the programme Steve Chandler filled this position.

Note: Steve was replaced in September 2004 by Alex Page.

Debbie Ward – programme assistant

Debbie joined the programme team from Dr MacShane's Private Office, where she handled the minister's correspondence and relations between members of the public and the minister. She has taken a lead in managing contacts with NGOs as well as managing the financial spreadsheets and monthly reporting. She is the creative side of the team and a budding photographer.

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Strengthening Relations with Emerging Markets



Robert Embleton programme manager.

Staff profiles

Robert Embleton – programme manager

Robert joined GOF in October 2003 on return from a four-year posting as First Secretary (Commercial, Science and Technology and Social Affairs) in Rome. He

gained some experience of project management during his posting to St Vincent and Grenada in the Caribbean.

Lesley Salako – programme assistant

Lesley graduated from the University of Northumbria in 2000 with a degree in politics and then worked as an administrator in local government in London. She joined the Foreign and Commonwealth Office in 2001 and became a member of the GOF team in August 2003.

Note: Lesley left on maternity leave in September 2004. The position is currently vacant.

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Central Management Team

Staff profiles

David Thomas – Head of Team

Dave Thomas joined the FCO in 1996 and spent his first year in the former West Indies and Atlantic Department before being posted to Lagos as a vice consul in 1997. He was subsequently posted to Pretoria as second secretary (political) where he focused on safety, security and justice and the environment; this included an extensive amount of project work. He returned to the UK in 2003 to take up the new position of head of the GOF team. Prior to the FCO, Dave worked briefly for Natwest Bank before joining the police where he served four years in Luton and a further three years on secondment to the Royal Cayman Islands Police.



Hazel Duddy – Deputy Head of GOF CMT

Hazel joined the CMT in October 2003 and has responsibility for the GOF programme budget as well as communications. Prior to this Hazel undertook project work for Human Resources Directorate on the FCO's policy on HIV/AIDS. Hazel previously headed Royal Households Secretariat in Protocol Division (which involved liaison with the palaces, posts and geographical desks on a whole range of topics including official and state visits to and from the UK.) Her job in government hospitality entailed the organisation of a variety of functions hosted by ministers, which gave a useful insight on the effectiveness of entertainment in doing

business – as well as the opportunity to fine-dine!

Duncan Low – GOF Administration Fund and training lead

Duncan Low joined the CMT in September 2003, having worked briefly with the FCO's Human Rights Project Fund. His responsibilities now include management of the GOF's £2 million Administration Fund and the development of GOF's training programme, particularly in the field of project management. Previous work has included facilities management for a charity, and research for a science and technology company.

Fiona Richards – GOF programme budget and communications assistant

Fiona joined the GOF CMT in July 2003 as a FCO new entrant. For the first six months she helped manage the GOF Administration Fund before assuming Programme Fund and GOF communication responsibilities in Spring 2004. Before joining the FCO Fiona studied French and European Studies at university. She then went on to train as a journalist and worked in local radio and television newsgathering.

Brian Dorrington – GOF Administration Fund and training assistant

Brian Dorrington joined the FCO in June 2000. He started in the European Union Command and, after spells in the Emergency Unit and Consular Directorate, joined GOF CMT in March 2004. Before joining the FCO Brian had a wide range of occupations ranging from chef and silver service waiter to a porter in a psychiatric hospital.

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List of acronyms and abbreviations

ADR	alternative dispute resolution
AFIU	Argentine Financial Information Unit
ASEAN	Association of South East Asian Nations
CCE	Climate Change and Energy
CFT	combating financing of terrorism
CMT	Central Management Team
CT	Counter-Terrorism
DEFRA	Department for Environment, Food and Rural Affairs
DFID	Department for International Development
EIW	Engaging with the Islamic World
EM	Strengthening Relations with Emerging Markets
EPF	Environment Project Fund
EPNET	Environment Policy Net
FCO	Foreign and Commonwealth Office
FIU	Financial Intelligence Unit
FPPD	Finance, Planning and Performance Department
GAP	GOF Advisory Panel
GCPP	Global Conflict Prevention Pools
GOF	Global Opportunities Fund
GSG	GOF Steering Group
HRDGG	Human Rights, Democracy and Good Governance
HRPF	Human Rights Project Fund
ICD	Independent Complaints Directorate
IoM	International Organisation for Migration
IREED	India Renewable Energy Enterprise Development Fund
MENA	Middle East North Africa
MOD	Ministry of Defence
NCIS	National Criminal Intelligence Service
NGO	non-governmental organisations
NPO	National Prosecution Office
OGSD	Olympic Games Security Directorate
PNP	Philippines National Police
PPP	Public–Private Partnership
PPMG	Programme and Project Management Group
RE	Reuniting Europe
REEEP	Renewable Energy and Energy Efficiency Partnership
SIU	Special Investigation Unit
SPF	Singapore Police Force
TREC	tradable renewable energy certificate
UKBCSE	UK Business Council for Sustainable Energy
UN	United Nations
UNSCR	UN Security Council Resolution
WFD	Westminster Foundation for Democracy
WTO	World Trade Organisation

Further information

An electronic version of this Report is available at www.fco.gov.uk/gof.

Copies of the Report are also available from the Global Opportunities Fund Central Management Team.

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