

FOREIGN AND COMMONWEALTH OFFICE

PUBLIC SERVICE AGREEMENT 2005-08

TECHNICAL NOTE

1. The following Annex sets out how the Foreign and Commonwealth Office (FCO) Public Service Agreement (PSA) for 2005-08 will be measured.
2. The constant and unpredictable change in international events, complicates the task of defining unambiguous, quantitative measures of success or failure for most FCO PSA targets. The FCO has therefore developed a series of PSA-related “scorecards” whose main elements are broadly quantitative. Progress against these scorecards is the best indicator of whether the FCO is on track to deliver each PSA target. The scorecards do not show everything that the FCO is doing to deliver its targets: but they do give an accurate indication of the main activities in which it is engaged.
3. The nature of international relations, where external influences (including those of many State and non-state actors) are involved, means that it is challenging to directly attribute specific FCO outputs to actual outcomes. However, The FCO will ensure that its outputs do contribute to the pursuit of the outcomes it is seeking to achieve, as expressed in its PSA targets. Risk management techniques will be used to identify, assess, manage and review regularly the influence of external factors on these outcomes. The impact of external factors will be reflected in the FCO’s performance measurement reports.
4. Success will be assessed against the measures given in the scorecards. This is not entirely comprehensive, as the scorecards are only sample indicators of progress. Nor has the FCO attributed priorities to the different scorecards. However, with these caveats, progress against a PSA target can be judged upon whether all, some, or none of the underpinning scorecards have been achieved. If a scorecard has several measures, each one must be achieved on schedule for the scorecard to have been “met” in full. Scorecards that are achieved only in part will be described by the word “partly met”. Scorecards against which nothing has been achieved will be said to have been “not met”. These judgements will be made in the first instance by Finance Directorate of the FCO in consultation with HM Treasury (HMT). Explanatory commentary will be provided. Progress against scorecards will be measured every three months.
5. Many of the scorecards do not require further elaboration. On others, revealing the FCO’s strategy for achieving them would compromise the UK’s position in international negotiations: if the FCO made public its negotiating position now, it would risk getting a worse deal for the UK in the future. For this reason, not all the detail of all the scorecards is published in the Annex: but they have been agreed with HMT, and shared with the Foreign Affairs Committee of the House of Commons.

6. Scorecards cannot be changed during the 2005-08 Spending Review period. But extra scorecards may be added, in agreement with HMT, in the light of changing international events. Members of the public interested in finding out more about policy on individual subjects mentioned in the scorecards can write to:
Performance and Efficiency Section, Financial Planning and Performance
Department, Finance Directorate, Foreign and Commonwealth Office, OAB1/112,
Old Admiralty Building, Whitehall, London SW1A 2PA.

**FCO PUBLIC SERVICE AGREEMENT
SR2004
TECHNICAL NOTE**

DEPARTMENTAL AIM:

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

FCO OBJECTIVES AND TARGETS:

Objective 1: A world safer from global terrorism and weapons of mass destruction (WMD)

Target 1: WMD

“To deter, check and roll back programmes for the development of WMD and related delivery systems in countries of concern, and to reduce the supply of and demand for such weapons world-wide.”

Target 2: Terrorism

“To reduce the risk from international terrorism so that UK citizens can go about their business freely and with confidence.”

Objective 2: Protection of the UK from illegal immigration, drug trafficking and other international crime.

Objective 3: An international system based on the rule of law, which is better able to resolve disputes and prevent conflicts

Target 3: Conflict resolution

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

Objective 4: An effective EU in a secure neighbourhood

Target 4: European Union

“A reformed and effective (post-enlargement) EU, as measured by progress towards achieving UK policy priorities, including a robust and effective CFSP which complements NATO.”

Target 5: European Defence/NATO

“Play a leading role in the development of the European Security Agenda, and enhance capabilities to undertake timely and effective security operations, by successfully encouraging a more efficient and effective NATO, a more coherent and effective European Security and Defence Policy (ESDP) operating in strategic partnership with NATO, and enhanced European defence capabilities.” **Joint with the Ministry of Defence.**

Objective 5: Promotion of UK economic interests in an open and expanding global economy

Target 6: Trade and Investment

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

Objective 6: Sustainable development, underpinned by democracy, good governance and human rights

Target 7: Islam

“To increase understanding of, and engagement with, Islamic countries and communities and to work with them to promote peaceful political, economic and social reform.”

Target 8: Sustainable Development

“To promote sustainable development, underpinned by democracy, good governance and human rights, particularly through effective delivery of programmes in these and related fields.”

FCO Objective 7: Security of UK and global energy supplies

FCO Objective 8: Security and good governance of the UK’s Overseas Territories.

FCO Objective 9: High quality consular services to British nationals abroad. Effective regulation of entry to, and settlement in, the UK in the interests of sustainable growth and social inclusion. **(Entry clearance through Ukvisas.)**

Target 9: Consular and Entry Clearance (latter shared with UKVisas/Home Office)

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

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Foreign and Commonwealth Affairs is responsible for the delivery of this PSA. Target 3 is shared with the Secretary of State for Defence and the Secretary of State for International Development. Target 5 is shared with the Secretary of State for Defence. Responsibility for delivery of target 6 is held jointly with the Secretary of State for Trade and Industry, and is delivered by UK Trade and Investment. The entry clearance element of Target 9 is delivered by UKvisas, responsibility for which is shared with the Home Secretary.

The Secretary of State for Foreign and Commonwealth Affairs is also responsible for delivering the agreed efficiency target set out in the Foreign and Commonwealth Office chapter of the 2004 Spending Review White Paper.

DEPARTMENTAL AIM

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

OBJECTIVES

Objective 1: A world safer from global terrorism and weapons of mass destruction.

Target 1

| SR2004 Target | Technical Note |
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| <p>WMD</p> <p><i>“To deter, check and roll back programmes for the development of WMD and related delivery systems in countries of concern, and to reduce the supply of and demand for such weapons world-wide.”</i></p> | <p>Efforts to meet this target will be concentrated on priority countries, agreed where appropriate with stakeholders. The geographical focus for this target will be reviewed regularly and amended if necessary.</p> <p>The UK’s scope for delivery will be dependent upon the willingness of our strategic partners to support our efforts and of host countries to engage with us constructively.</p> <p>Progress will be measured by evidence that UK interventions are having an impact on WMD programmes or on proliferation to other states or non-state actors. Progress will be assessed on the basis of the following proxy indicators:</p> <ul style="list-style-type: none">- Contribution towards rolling back programmes or potential emerging programmes in countries of concern; and consolidating progress already made;- Success in raising awareness of the scale and nature of the WMD threat and increased commitment to non-proliferation norms, leading to more robust action by |

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| | <p>the international community.</p> <ul style="list-style-type: none"> - UK's contribution to strengthening international instruments, organisations and export control regimes to counter WMD development and proliferation. - UK support for the development of co-operative threat reduction schemes. |
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Target 2

| SR2004 Target | Technical Note |
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| <p>Terrorism</p> <p><i>“To reduce the risk from international terrorism so that UK citizens can go about their business freely and with confidence.”</i></p> | <p>Terrorism is a global phenomenon where the impact of counter-terrorism measures is not confined within clearly identifiable regional or national geographical boundaries. The UK's impact will also depend on the interventions of our key strategic partners and the willingness of host governments to engage with us constructively in initiatives designed to tackle terrorism.</p> <p>Where appropriate UK actions will be outlined for specific geographical areas. The main measure of progress will be evidence that UK interventions have increased global capacity and commitment to counter the threat from terrorism.</p> <p>Indicators of progress will include:</p> <ul style="list-style-type: none"> - Raised awareness of the scale and nature of the terrorist threat, leading to more robust action by the international community. - A clear determination of the scope for preventive action against terrorist targets |

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| | <p>overseas; effective decision-making mechanisms in place to authorise such action; and well co-ordinated capabilities for such action.</p> <ul style="list-style-type: none"> - Evidence that UK interventions have helped develop political will and effective counter terrorism capacities globally. - Evidence that UK interventions have helped develop effective international mechanisms for countering terrorism, including for targeting terrorist financing. - Reduction in the vulnerability to terrorism of UK citizens and interests overseas, including civil aviation and maritime vulnerabilities, through security enhancements by host nation, international action, and practical and credible advice. - FCO contribution to the expansion of UK and international capacity to deal with the consequences of terrorist attacks overseas. |
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Objective 2: Protection of the UK from illegal immigration, drug trafficking and other international crime.

Objective 3: An international system based on the rule of law, which is better able to resolve disputes and prevent conflicts

The FCO's ability to achieve Objective 3 is also dependent on activities undertaken to deliver Objective 4 (below). More specifically our efforts to develop the European Security Agenda in partnership with NATO contribute directly to the establishment of an international system based on the rule of law. PSA 5 has been cascaded from Objective 4 but successful delivery of this target will require close co-ordination at a working level with efforts under Objective 3 to bolster international security and deal with conflict.

Target 3:

Conflict Prevention

“By 2007-08, improved effectiveness of UK and international support for conflict prevention, through addressing long-term structural causes of conflict, managing regional and national tension and violence, and supporting post-conflict reconstruction, where the UK can make a significant contribution, in particular Africa, Asia, the Balkans and the Middle East.”

1. The PSA target requires the Foreign and Commonwealth Office (FCO), the Department for International Development (DFID), and the Ministry of Defence (MoD) to work together (and if appropriate with other Government Departments) to improve the impact of Her Majesty’s Government’s (HMG) overall effort in areas suffering from violent conflict, or where there is tension which might lead to violent conflict. It also requires them as part of this work to seek improvements in the effectiveness of the efforts of the international community to prevent or end violent conflicts. This covers work in all the areas of activity to which HMG contributes at different parts of the conflict cycle. (paragraphs 16-19 below).
2. Conflict prevention is a complex area in which to measure outcomes. A peace settlement can take many years to be consolidated, progress is unlikely to be linear and even when it is clear that a settlement has been achieved, it is hard to attribute the specific contribution made by UK funded programmes and/or associated diplomatic, development or defence activity.
3. Progress over the 3-year PSA period, whether positive or negative, may not therefore give an accurate picture of trends of longer-term progress. Additionally, since conflict is manifest in many different forms, its measurement cannot be standardised to fit all scenarios. This is explicit when looking at the number of deaths as a statistic. This may be a valid indicator for higher intensity violent conflict, as in parts of Africa, but is not so relevant for measuring low intensity structural violence such as in Georgia, or situations where violence has been completely averted.
4. Accepting these limitations, progress towards the achievement of the PSA target will be assessed by analysis of the two types of target set out in the table below.
5. At a country/region specific level, these targets are headline, aspirational objectives, showing the outcome the international community, with UK support, is seeking over the 3 year Spending Round (SR) 04 period and beyond. More detailed indicators

showing steps towards these high level objectives which will support analysis of progress will be included in the PSA Delivery Plan. Indicators will be mixed, including where appropriate both quantitative and qualitative measures.

- 6. The second set of targets measure increased UN and African conflict prevention and peace support capacity.
- 7. In assessing progress, it is assumed that a peaceful settlement in a particular violent conflict or the avoidance of such a conflict, as judged by internal HMG and external international actors, is an indication that the efforts of the international community, and HMG's contribution to those efforts, have been a success. The targets in the Table should therefore be seen as proxy indicators for the UK's contribution to this work, accepting that precise measurement of the specific UK achievement is usually impossible.

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| <p><u>A</u> <u>Progress towards durable peace</u> in areas of priority <u>Afghanistan:</u></p> | <p>By end 2007-08: Accountable and democratic structures for Afghanistan's governing institutions and armed forces, representing Afghanistan's ethnic diversity, and operating with respect for human rights.</p> <p>Baseline April 2004:Current Afghan Government appointed following Emergency Loya Jirga; security situation requires continued Operation Enduring Freedom "war-fighting" primarily in South/South East; limited national governmental and security capacity requires expanded ISAF presence across Afghanistan; 6,000 Afghan National Army and 6,000 national police trained and deployed (Kabul Embassy reports of US/German (lead nation) figures; 6,000 militia processed through various DDR pilot projects.</p> <p>Sources of data: Assessment will be on the basis of HMG reporting and contacts with international partners including international organisations (e.g World Bank, UN, and NATO). This will be compared annually to reports from the media, UN agencies and NGOs in Afghanistan.</p> |
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| <p>Balkans:</p> | <p>By end 2007-08: Western Balkan states at peace within and between themselves and continuing on the path to closer integration with the EU and NATO.</p> <p>Baseline April 2004: <i>Bosnia-Herzegovina</i> has made progress recently in defence and other reform, but still has over 9,000 NATO troops maintaining security, with the UN's High Representative/EU's Special Representative, Lord Ashdown, exercising oversight of the state. Over 18,500 NATO troops are deployed in <i>Kosovo</i>, which is also under UN governance; interethnic violence in March 04 displaced nearly 4,000 people. <i>Macedonia</i> has avoided a return to conflict and has made good progress in implementing the Ohrid Framework Agreement but the ethnic divide countries face serious economic difficulties, including low growth, relatively low GDP per capita, and high unemployment, and organised crime and corruption exert pernicious influence. There has been progress in democratic reforms and human rights issues, though problems with International Criminal Tribunal for Yugoslavia compliance, and minority rights, remain.</p> <p>Source of data: Assessments will be made on the basis of HMG reporting and dedicated desk officer knowledge and compared once a year to reports by international organisations such as the UN and World Bank, the media and academics.</p> |
| <p>DRC:</p> | <p>By end 2007-08: Reduced cross border interference , a stable government in Kinshasa overseeing accountable security services and a reduction in militia operating outside such democratic government control. (This target will focus on DRC but will necessarily take account of wider Great Lakes conflict dynamics).</p> <p>Baseline April 2004: Transitional government currently in place. Security services factionalised. A hard core of militia operating in DRC and high levels of Internally Displaced Persons.</p> <p>Source of data: EU monitors for election process. HMG and NGO reporting on security</p> |

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| <p>Iraq:</p> | <p>service. ISCR for number of IDPs. UN, HMG and NGO reporting on militia levels.</p> <p>By end 2007-08: A stable, united and law abiding state, within its present borders, co-operating with the international community, no longer posing a threat to its neighbours or to international security, abiding by all its international obligations and providing effective, representative and inclusive government for all its people.</p> <p>Baseline April 2004: Occupation still in place; Iraqi security forces largely ineffective; political process for formation of Interim Government in early stages; security situation very unstable.</p> <p>Source of data: Assessments will be made on the basis of HMG reporting, and compare once a year to reports by international organisations, such as the UN and World Bank, the media, opinion polls, human rights organisations and academics.</p> |
| <p>Middle East Peace Process (MEPP):</p> | <p>By end 2007-08: Maximising the opportunity of Israeli withdrawal from Gaza and parts of the West Bank, significant progress towards a negotiated settlement resulting in the emergence of an independent, democratic, and viable Palestinian state with a reformed security sector, living side by side in peace and security with Israel.</p> <p>Baseline April 2004: The Palestinian Authority (PA) has already made significant progress on financial management reform. Progress on other pillars of the reform agenda (e.g administrative reform, the judiciary, local government etc) is patchy. Escalation in violence in Gaza and the West Bank. Increased Israel Defence Force (IDF) operations in Gaza. Continued building of Israeli barrier and expansion of settlements in the West Bank. Humanitarian situation in the Occupied Territories (OT) worsening. Suicide bombers continue to attack Israeli targets. Law and Order breaking down in the OTs. No political negotiation between Israeli PM and Palestinian PM. Planned unilateral withdrawal from Gaza not being negotiated with the Palestinians. Significant escalation in violence against Israelis by Palestinian rejectionist groups and an increase in IDF operations resulting in death and injury of Palestinians.</p> |

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| | <p>Source of data: Assessment will be made on the basis of HMG reporting and compared annually to reports from international organisations, NGOs and media.</p> |
| Nepal: | <p>By end 2007-08: A stable Nepal with a durable cease-fire in place with the Maoists, democratic institutions restored with respect for human rights and significant progress towards a constitutional settlement.</p> <p>Baseline April 2004: Political and security situations both continuing to deteriorate. Government unable to guarantee free movement along main national roads, including into the capital, or to stop large scale Maoist attacks on district headquarters. Impasse between king and main political parties. High number of human rights abuses and violations reported by both sides. Government restrictions on HR NGOs activities. Impeded ICRC access.</p> <p>Source of data: Public reports (UN, media) and HMG internal assessments that deaths have been reduced and government better able to protect civilians. Reports from international NGOs/UN in human rights and conflict resolution field.</p> |
| Nigeria: | <p>By end 2007-08: Local and central government effectively managing and resolving conflict and a reduction in the number of people affected by conflict.</p> <p>Baseline: Number of conflict related deaths in Nigeria in 2005 (to be confirmed from SIPRI/IISS reports for 2004).</p> <p>Source of data: HMG, Government of Nigeria and NGO reporting. For statistics on conflict related deaths, SIPRI and IISS.</p> |
| Sierra Leone: | <p>By end 2007-08: Ongoing stable and democratic government overseeing accountable security services and a reduction in regional militia.</p> <p>Baseline: fresh elections are scheduled to take place in 2006/07. Security services are</p> |

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| | <p>currently reliant on donors and civilian oversight is limited. A hard core of militia operating regionally in Sierra Leone, Liberia and Cote d'Ivoire.</p> <p>Source of data: EU monitors for election process, HMG and NGO reporting on security services. UN, HMG and NGO reports on militia numbers.</p> |
| Sudan: | <p>By end 2007-08: A fully implemented comprehensive peace agreement between the Government of Sudan and the SPLM, progress towards a stable and democratic government, a reduction in militia operating outside democratic control, and a reduction in the number of deaths through violent conflict.</p> <p>Baseline: Partial peace agreement currently in place. Fresh elections are scheduled to take place in around 2007. Hard core of militia operating in Sudan.</p> <p>Source of data: EU monitors for election process, HMG and NGO reporting. UN, HMG and NGO reporting on militia levels. Number of conflict related deaths in Sudan in 2005 check (to be confirmed).</p> |
| <p>B. Increased capacity and effectiveness of peace-keeping, conflict prevention and peace support work in:</p> | <p>The UN</p> <p>By end 2007-08: All potential UN peacekeeping missions should follow the principles of integrated and comprehensive planning set out in the Brahimi Report of 2000 incorporating these from the onset of the planning process and carrying them forward into mission deployment with appropriate training of personnel and systematic processes for learning lessons and applying best practice.</p> <p>By end 2007-08: A 5% increase in the number of effective peacekeepers in regional and international Peace Support operations under a UN mandate, with adjustments where necessary for changes in the demand for peacekeepers.</p> |

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| | <p>During SR04 period: UN Security Council agrees comprehensive and realistic mandates for all new complex UN peacekeeping missions.</p> <p>Baseline April 2004: UNSCR 1493 (2003), which established UNMIL in Liberia was the first resolution which contained all the elements for peace support operations proposed in the Brahimi Report and serves as the baseline for future mandates. February 2004, 94 countries were contributing to UN PSOs. Existing baseline for integration of policing and military requirements in needs assessments and mandates difficult to establish. But the assumption must be that such integration is a feature of <u>all</u> missions from pre-planning through to execution.</p> <p>Source of data: UN peacekeeping web-site and internal HMG reporting.</p> <p>African Peacekeeping</p> <p>By end 2007-08: Increased capacity in the African Union (AU) and sub-regional security organisations to manage peacekeeping missions.</p> <p>Baseline: There are currently no standby brigades in Africa. The AU Military Staff Committee has not yet been set up.</p> <p>Source of data: Reviews of implementation of joint G8/Africa Action Plan (Evian) and AU Common Defence and Security Policy: HMG, NGO and academic reporting.</p> |
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In ALL cases, after the first assessment, the same external data sources will be revisited annually.

Meeting the target

8. At the end of Financial Year (FY) 07-08, a full assessment of progress against target will be made. The assessment will comprise a narrative, an overall traffic light indication for each of Sections A and B in the table above and an overall traffic light for the target as a whole. The traffic lights will indicate Red – Not Met, Amber – Partially Met and Green – Met.
9. This assessment will be agreed between the FCO, MoD, DFID and the Treasury (HMT) before being made public.
10. Interim reports will be published bi-annually and agreed between DFID, MoD and the FCO. They will contain a shorter narrative and traffic light symbol indicating the direction of progress.
11. The 3 departments and HMT will agree in the PSA Delivery Plan how the judgement of progress at the end of 07-08 will be made. Details of this assessment will be made available to the House of Commons Select Committees on Development, Defence and Foreign Affairs.

Sub Target A: Durable Peace in Target Countries/Regions:

12. Nine focus countries/regions have been selected as representation of HMG's conflict related priorities. The rationale for selection is based on the level of UK government expenditure; the potential for the UK to make a significant contribution; the potential risks of involvement; the UK's key priorities, and the political context within which we are working. For each of these country/regional targets, the high-level objectives and specific indicators have been selected and owned by those at desk/field level and have been scrutinised/quality assured by a joint FCO/MoD/DFID/HMT/Cabinet Office body.

Sub Target B: Increased capacity and effectiveness of Peacekeeping, conflict prevention and peace support work in:

1. The UN

13. The UK is committed to helping the UN further strengthen its conflict prevention, peacekeeping and peace-building capabilities. Key to this will be more effective use of the UN Security Council and other UN mechanisms. We need to strengthen the role of the Economic and Social Council (ECOSOC) in Post-Conflict Peacebuilding; and ensure that the activities of the UN Funds and Programmes, as well as Bretton Woods Institutions, support the emergence of countries from conflict. We also need to ensure that the UN develops effective partnerships (e.g with the AU and the EU) as peacekeeping becomes increasingly regionalised.
14. Another important element of work will be continuing implementation of the recommendations for future and current operations set out in the Brahimi Report on UN Peacekeeping Reform, in areas such as mission leadership, rapid deployment and logistics, training, complex peace operations and developing regional partnerships. The UK has developed an Action Plan to support UN activities in these areas. UK encouragement and support to enable states to increase to a more appropriate level the number of effective peacekeepers they provide for UN/other organisations' peace support tasks is also an important driver here. By helping to increase the pool of effective peacekeepers and peacekeeping contributing states, UK is effectively supporting the development of regional solutions to regional problems and reducing demand for expensive UK military interventions in developing crisis situations.

2. African Peacekeeping

15. At Evian (June 2003) G8 leaders endorsed a joint Africa/G8 plan to enhance African capabilities to undertake peace support operations. The plan was formulated jointly with African partners and will be developed as the new African institutional architecture for peace and security evolves. A number of building blocks covering the range of activities important for peace support operations (not just peacekeeping) are included in the plan. The most specific of these is the establishment, equipping and training by 2010 of coherent, multinational, multi-disciplinary standby brigade capabilities including civilian components at the AU and regional level. This responds to an African commitment to set up an African Standby Force (ASF) based on five regional brigades and established in two phases to 2005 and 2010. This is a very ambitious timescale. The UK, specifically through the work of the African Conflict Prevention Pool (ACPP), is supporting this.

Sphere of activity

16. The UK cannot solve violent conflict single-handedly. Work should focus on areas (regional and thematic) where the UK can make a difference. UK prioritisation is set by way of analysis of any given conflict and its impact upon regional stability, its effect

on vulnerable populations and poverty reduction and on UK security, economic and social factors. In turn, consideration is given to the impact of any contribution, its own expertise, the chances of success, and what efforts can be made to galvanise other international/bilateral efforts.

17. This PSA covers the range of conflict related work across the three departments, including diplomatic efforts on both a bilateral and multilateral level; peacekeeping and other peace support operations; and long-term development work which tackles the structural causes of conflict. It also includes the specific work of the tri-departmental Africa and Global Conflict Prevention Pools, and of the new tri-departmental Post Conflict Reconstruction Unit.
18. The **Africa and Global Conflict Prevention Pools** were set up in April 2001 to be a key part of UK efforts towards achieving the conflict prevention PSA. They bring together the conflict prevention work of FCO, DFID and MOD and are intended to develop strategic/policy thinking as well as manage related programmes. The pools are an innovative way of inter-departmental working.
19. The **Post Conflict Reconstruction Unit (PCRU)**, which will be set up in 2004 to co-ordinate FCO/DFID/MOD post conflict work aims to ensure better planning, implementation and management of the UK's contribution to post conflict situations, primarily when UK forces are deployed. The PCRU will involve officials principally from the three departments, but will draw on other government departments as appropriate. It will gradually become operational and reach its full capacity in early 2006.

Definitions:

20. For the purposes of the Pools the following definitions shall apply:

- **Conflict:** A perceived incompatibility between two or more parties, each of which aims to gain advantage of some kind – power, resources, interests, values, needs, for example. At least one of the parties believes that the conflict is over a set of mutually incompatible goals.

- **Violent Conflict:** Denotes conflicts where parties on both sides resort to the use of force. This encompasses situations ranging from a military attack on a civilian by a single soldier to an all-out war with massive casualties. It also includes one-sided violence such as genocides against unarmed civilians¹ - and violent conflict between two or more civilian groups.
- **Conflict Prevention:** Actions, policies, procedures or institutions intended to avoid the threat or use of armed force, and related forms of coercion by states or groups, to settle political disputes that can arise from the destabilising effects of economic, social, political and international change, or to avoid the recurrence of violent conflict.² For example, settling disputes through international courts; building government institutions that provide better human security for citizens in the affected area; respecting human rights in legislative systems and government operations.
- **Conflict Resolution:** Efforts to increase co-operation among the parties to a conflict and improve their relationship by addressing the conditions that led to the dispute, fostering positive attitudes and allaying distrust through reconciliation initiatives, and building or strengthening the institutions and processes through which the parties interact. Conflict resolution can be used to reduce the chances of violence or to consolidate the cessation of a violent conflict in order to prevent re-escalation.³ For example, mediation between two conflicting parties, diplomatic efforts to bring such parties to the negotiating table and peace negotiations.
- **Post-Conflict Reconstruction:** An umbrella term covering a range of activities required in the immediate aftermath of conflict.
- **Peacebuilding:** Efforts to encourage the development of structural conditions, attitudes and modes of political behaviour that permit peaceful, stable and ultimately prosperous social and economic development. Activities include the provision of

¹ Miall, Ramsbotham and Woodhouse, *Contemporary Conflict Resolution*, Polity, 1999

² Alex Schmid, *Thesaurus and Glossary of Early Warning and Conflict Prevention Terms* PIOOM and FEWER

³ Lund, M *Preventing and Mitigating Violent Conflicts: A Revised Guide for Practitioners* (Washington DC, Creative Associates International, April 1997)

security, the establishment of socio-economic foundations of long-term peace, the establishment of a political framework for long-term peace and reconciliation.⁴

- **Durable Peace:** A post conflict settlement that is unlikely to relapse into violent conflict and also addresses structural causes of conflict.
- **Free and Fair Elections:** As judged by UN/EU Principles and their associated monitoring bodies - Article 21 of the Universal Declaration of Human Rights.
- **Accountable and Democratic Security Forces:** Established and subject to legislation, civilian control of the military through elected civilian officials; civilian defence management, functioning parliamentary oversight mechanisms, parliamentary debates, publication of Defence White papers, budget accountability, open and transparent procurement processes, adherence to IHL and relevant conventions.
- **Militia Figures:** Working out baseline figures for numbers of militia involved in African conflicts is highly complex. The definition of a militia member can extend from highly motivated individuals to those who have been forced into militia activities to those who are merely opportunistic. Numbers of militias therefore tend to fluctuate. The status of militia forces as a whole is also difficult to define with paramilitary organisations being absorbed from rebel movements into national armies or simply demobilised.

⁴ Dan Smith, *Getting Their Act Together: Towards a Strategic Framework for Peacebuilding*, Joint Utstein Study Synthesis Report, November 2003.

Objective 4: An effective EU in a secure neighbourhood

Target 4

| SR2004 Target | Technical Note Indicators |
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| <p>European Union</p> <p><i>“A reformed and effective (post-enlargement) EU, as measured by progress towards achieving UK policy priorities including a robust and effective CFSP which complements NATO.”</i></p> | <p>Progress assessed by following scorecard measures:</p> <ul style="list-style-type: none"> ▪ Priority dossiers for UK well prepared for the UK Presidency as a result of effective coordination with Irish, Dutch and Luxembourg Presidencies. ▪ Robust and cost-effective arrangements for a successfully run UK Presidency in place well ahead of 1 July 2005. ▪ Strong UK input to the development of the EU's crisis management capacity, both military and civilian and the civ-mil interface, leading to a more operational, capable ESDP working in closer co-operation with the UN, NATO and OSCE. ▪ An enhanced EU role in tackling terrorism, WMD, crime, drugs and corruption (including action with third countries, particularly neighbouring countries/regions), as a result of UK lobbying. ▪ Evidence of enhanced EU role in achieving foreign policy objectives , and a more capable, coherent and robust CFSP through implementation of the European |

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| | <p>Security Strategy, as a result of UK leadership.</p> <ul style="list-style-type: none">▪ Movement towards a long-term resolution of the Gibraltar dispute that is acceptable to all parties. Fuller enjoyment by the territory of its rights, and greater respect for its obligations under EU and international law, in co-operation with the Government of Gibraltar.▪ Use December 2004 European Council decision to open accession negotiations with Turkey further to tie that country to measurable improvements in economic performance, human rights, and JHA issues (drugs, asylum), or minimise the damage in these and other areas from a negative decision.▪ Better integration of new EU members into European security, economic, social and JHA system(s) as a result of UK interventions.▪ Stronger EU relationship with Russia as a result of UK interventions that leads to more joint activity to improve security in third countries/regions, in particular those areas contiguous to the enlarged EU.▪ Ratification and successful entry into force of new Constitution; smooth introduction of new provisions (e.g. President of European Council); more efficient functioning of EU as a result.▪ Agreement on EU financing arrangements for 2006-13 which keeps spending at |
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| | <p>1% of EU GNI, reforms regional policy, and protects the UK's net financial position.</p> <ul style="list-style-type: none"> ▪ Ongoing reform of CAP. ▪ JHA arrangements in which UK participates when it wants to, and which are compatible with and enhance UK's own approach to eg asylum and immigration issues. ▪ A Lisbon process which visibly generates political momentum behind economic reform, and which produces better European economic performance. ▪ Greater domestic awareness of EU issues and a more mature debate about them. |
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Target 5:

| SR04 Target | Technical Note |
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| <p>NATO/ESDP</p> <p><i>“Play a leading role in the development of the European Security agenda, and enhance capabilities to undertake timely and effective security operations, by successfully encouraging a more efficient and effective NATO, a more coherent and</i></p> | <p>Progress against this target will be measured against classified scorecards (agreed between FCO, MOD and HMT) covering the three elements of the target: (a) a more efficient and effective NATO; (b) a more coherent and effective ESDP; and, (c) enhanced European defence capabilities.</p> |

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| <p><i>effective ESDP operating in strategic partnership with NATO, and enhanced European defence capabilities. (Joint target with MOD)”</i></p> | |
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Objective 5: Promotion of UK economic interests in an open and expanding global economy

Target 6

| SR2004 Target | Technical Note |
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| <p>Trade and Investment</p> <p><i>“By 2008, deliver a measurable improvement in the business performance of UK Trade & Investment’s international trade customers with an emphasis on new to export firms; and maintain the UK as the prime location in the EU for foreign direct investment. [Joint with the Department of Trade and Industry)”</i></p> | <p>This PSA target covers the work of UK Trade & Investment which brings together the work of the FCO and DTI on international trade and investment. The two elements of the PSA target (trade development and inward investment) are measured separately, and dealt with separately below.</p> <p>... By 2008, deliver a measurable improvement in the business performance of UK Trade & Investment’s international trade customers, with an emphasis on new to export firms</p> <p>This element of the PSA target will be measured using three sub-targets or indicators:</p> <ul style="list-style-type: none"> i) At least a 30 percentage point increase by 2007-08 in the proportion of UK Trade & Investment trade development resources focused on new-to-export firms; ii) At least 40% of new-to-export firms assisted by UK Trade & Investment improve their business performance within 2 years; |

- iii) At least 50% of established exporters assisted by UK Trade & Investment improve their business performance within 2 years;

Data and Timing

Indicator (i)

Definition of a New-to-Export Firm

The definition of a new-to-export firm is a 'company with less than 10% of turnover derived from proactive export sales activity'. This accords with the definition used for the highly successful Passport to Export programme targeted at new / novice exporters. Many participating companies already have some export sales resulting from approaches by overseas companies or responses to web-based advertising. Indeed in many cases this has been the catalyst for them to seek help to develop overseas markets themselves. They may also have some historical overseas connection which they pursue but without the knowledge or understanding of export marketing to develop additional sales elsewhere.

For many smaller companies even a moderate, one off, order can exceed 10% of turnover. Reactive exports can achieve even higher proportions of turnover yet result from no direct trade development activity on behalf of the company

Results from the Reading survey used to measure the SR2002 PSA indicators have shown that totally new exporters are less likely to succeed than those with a degree of export experience. Companies with some experience of exporting have to some extent begun the development cycle and are at a stage when they are most receptive and responsive to the development assistance provided by UKTI. The result is a shorter and more successful intervention giving greater returns for the resource invested. Persuading home market focussed companies to engage in trade without some prior exposure can result in a one -off success which is not sustained because of a lack of maturity and commitment in the company in international business terms. Productivity gains are unlikely to accrue in such circumstances.

Passport to Export has totally re-focused the regional network and UKTI resources on new-to-export small to medium enterprises (SMEs). The Passport formula has been accepted and adopted by funding partners because it works and works well. Maintaining a definition which allows companies with some export experience to participate will continue to produce the maximum business benefit and consequent impact on productivity.

Baseline for the percentage of trade development resources focused on new-to-export firms 2004-05

The proportion of UK Trade & Investment's programme-funded trade development resources focused on new-to-export firms in 2004-05 will be used as the baseline against which this indicator will be assessed. The baseline has been calculated as 31%. Data regarding the proportion of expenditure focused on new-to-export firms will be collected for each year of the SR2004 period, reported annually and published in the Autumn Performance report.

Indicators (ii) and (iii)

An established exporter is a 'company directly and proactively engaged in export with 10% or more of turnover derived from proactive export sales activity'.

The percentage figures in the indicators are set to reflect those firms achieving sustainable, i.e. longer-term improvements in productivity and profitability, rather those experiencing short-term but ultimately unsustainable increases. The measurement methodology aims to capture the sustainable rather than the unsustainable increases.

The first two indicators will be measured by an outside consultant (currently the Reading Business Group, part of Reading University) who carry out a survey of 800 firms each year to gather information on the overall performance of UK Trade & Investment.

The survey is based on telephone interviews of a sample of users of UK Trade & Investment's principal services. Two thirds of the interviews are with firms who have used UK Trade & Investment's services in the past 6-12 months. These interviews provide an initial assessment of the impact of the services on the firms concerned.

The remaining third of the interviews are follow-ups with firms who were sampled the previous year, and these take place 18-24 months after the services in question were first used. These later interviews are designed to assess the longer-term impact of UK Trade & Investment services.

So for example the 2003 survey included firms who first received assistance in 2002-03, and follow-up interviews with firms who received assistance in 2001-02.

The survey concentrates on gathering information on business performance and process and how these have changed over the period since service delivery. The emphasis is on competitiveness, and the questions aim to elicit the likelihood of the firm in question sustaining any improvements in profitability or productivity.

The questions also cover new business, both in the target market as well as any new sales in any other market; how useful they found information from UK Trade & Investment on markets and competitive pressures; the value of any new networking leads suggested; and the extent to which UK Trade & Investment has been instrumental in the introduction of worthwhile new business products or processes.

The questions contain sufficient crosschecks, including data about actual performance, to enable Reading to identify inconsistent responses. The follow-up interviews provide a further check on the accuracy of firms' initial responses.

The results indicate how UK Trade & Investment's assistance has improved firms' performance, especially productivity and profitability, and enable a judgement as to whether UK Trade & Investment has met these two PSA indicators.

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

This element of the PSA target will be measured by fourth and fifth indicators, set out

as follows:

- (iv) “Improve the UK’s ranking within Europe in terms of the GDP-adjusted stock of EU foreign direct investment based on the UNCTAD World Investment Report”;
- (v) “374 (in 2005-06), 440 (in 2006-07) and 524 (in 2007-08) successful inward investment projects secured by UK Trade & Investment in each year of the Spending Review of which 75% are knowledge driven”

Indicator (iv)

This indicator will be measured annually by reference to the United Nations’ Conference on Trade and Development (UNCTAD) World Investment Report. The relevant table of the report (at Annex B6) publishes inward investment stocks as a percentage of gross domestic product (GDP). The UK ranking for 2002 as published in the September 2003 UNCTAD report was tenth. The report excluded Belgium and Luxembourg, as no statistics were available at the time of publishing. The UK ranked ninth among the EU23 in the September 2004 report. Figures for Belgium and Luxemburg were not published.

The indicator is a composite figure and its movements are influenced by factors in addition to foreign investment into a country. These factors are broadly the US dollar exchange rates used to calculate FDI stock (at year end exchange rates) and GDP (at average for the year exchange rates), and the relative size of GDP between countries. It should be noted that the inconsistency in the application of exchange rates used for translating Stocks of FDI and GDP into US dollars from national currencies can influence the ratio of FDI to GDP and significantly alter the rankings.

Indicator (v)

In order to measure this indicator, it will be necessary to define what is meant by

successes. "Success" will be defined as either:

- First time direct investment or expansion by a foreign owned firm; or
- Joint Ventures and acquisitions where a foreign owned company has more than a 50% stake.

In order for the success to be recordable, UK Trade & Investment has to be able to demonstrate a significant involvement. This is defined as **two** of the following:

- arranging a regional tour;
- arranging a location search;
- providing other significant information;
- preparing a tailor-made presentation;
- following up a lead generated from Development Agency, promotional event/activity.

These are substantial examples of assisting a client to establish in the UK.

Some firms do this with minimal help from UK Trade & Investment. But in order for UK Trade & Investment to claim significant involvement it must have offered substantial help. This typically includes in depth discussion with clients about suitable UK locations and with RDAs and Devolved Administrations about availability of suitable locations; arranging for clients to visit locations and hold discussions with UK regional agencies and others; assisting clients with their project research; and compiling tailor made presentations for clients.

The relevant process for recording successes is as follows:

- UKTI's Inward Investment teams must complete a prescribed form for each investment that takes place in the UK in which they have been involved or of which they become aware and which meets the "definitions of a success" as agreed by the

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| | <p>Committee on Overseas Promotion (COP) - a joint UK Trade & Investment Inward Investment and (R)DA committee).</p> <ul style="list-style-type: none"> Information from the form is then inputted onto the electronic project tracking system (ET), which also records UK Trade & Investment involvement in the project. ET will be replaced by a customer relationship management system within the next year. <p>Validation will be performed by the DTI Internal Audit team and the National Audit Office.</p> <p>“Knowledge driven”</p> <p>Categorisation of “knowledge driven” is defined by reference to DTI Guidance and by Inward Investment Group’s business plans’ priorities.</p> <p>Although the overarching aim is to achieve 374 successful inward investment projects in 2005-06, 440 in 2006-07 and 524 in 2007-08, due to timing uncertainties, slippage in any year may be compensated for by additional successes in succeeding years. The PSA indicator will be judged to have been achieved if 1,338 successful projects in total are recorded over the three- year period.</p> <p>Achievement of the PSA Target</p> <p>The PSA target will have been judged to have been met if all the indicators are achieved by 2008.</p> <p>If only two of the trade development indicators (indicators i to ii) and one of the inward investment indicators (indicators iv to v) are achieved, the target will be judged to have been partly met.</p> |
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Objective 6: Sustainable development, underpinned by democracy, good governance and human rights

Target 7

| SR2004 Target | Technical Note |
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| <p>Islam</p> <p><i>“To increase understanding of, and engagement with, Islamic countries and communities and to work with them to promote peaceful political, economic and social reform.”</i></p> | <p>This PSA target signals a change in the FCO’s approach towards more pro-active engagement with the Islamic world in pursuit of mutual understanding and common progress.</p> <p>The FCO’s efforts will focus on influencing reform in the Islamic world in a way that enhances links with Islamic communities wherever they are. The extent and pace of progress with fulfilling this target will depend on the extent of successful engagement with the Islamic World that the UK can foster”.</p> <p>Progress will be assessed on the basis of the following indicators:</p> <ul style="list-style-type: none"> - Evidence that reform in Islamic countries is high on the international agenda and that the right themes are being supported and driven forward by multilateral institutions, e.g. G8, UN. EU and NATO; - Evidence, verified by subsequent UNDP reports and visible progress against the Millennium Development Goals, of: <ul style="list-style-type: none"> - Greater political pluralism in Islamic countries as a result of UK contribution; - Successful legal and penal reform at national level leading to a more |

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| | <p>independent and impartial judiciary operating in accordance with UN principles;</p> <ul style="list-style-type: none">- Evidence of increased governmental accountability, including by the establishment of a free media and strengthened civil society organisations;- A strengthened civil society as a consequence of the development of indigenous NGOs, enhanced legislative process, strengthened public administration/civil service;- An increase in the representation of women in national and local government as well as in civil society and international organisations;- The removal of barriers to international investment in the Middle East region enabling the promotion of economic prosperity through UK-backed reform of key institutions and the bureaucracy leading to more and deeper business relations with the UK;- The fostering and promotion of a moderate version of Islam both in Islamic countries and in the UK and greater understanding between Islam and the West as a consequence of supporting Islamic efforts to promote mainstream Islam. |
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Target 8

| SR2004 Target | Technical Note |
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| <p>Sustainable Development</p> <p><i>“To promote sustainable development, underpinned by democracy, good governance and human rights, particularly through effective delivery of programmes in these and related fields.”</i></p> | <p>Sustainable Development is about reconciling economic growth, social justice and the protection of the environment so that we can secure a better quality of life both for now and for future generations. . The FCO works in partnership with DEFRA, DFID and the DTI in promoting global action on sustainable development which is relevant to all the FCO’s strategic priorities. Sustainable development covers a very broad range of issues, many of which are OGD leads (e.g. DFID lead on the Millennium Development Goals). The FCO therefore needs to concentrate its efforts in areas where it can add value. This PSA signals that the FCO’s focus will be on achieving progress towards sustainable development by promoting good governance and human rights particularly in the areas of democracy (including environmental democracy), natural resource management, the prevention of torture, increased protection of children and minorities, the advocacy of greater freedom of expression and the enhancement of international human rights standards.</p> <p>The FCO uses the following working definitions of democracy: ‘a dynamic process whereby public decision-making is shaped by and made accountable to public opinion, covering both public scrutiny of decision making and the development of the capacity of the public to participate in this process’; and good governance: ‘the transparent and accountable management of human, natural, economic and financial resources for the purposes of equitable and sustainable development’.</p> <p>Progress will be assessed against the following indicators:</p> <ul style="list-style-type: none">- more countries implementing measures to increase access to information, public participation and access to justice on environmental matters. |

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| | <p>Benchmarks for measurement include assessments by The Access Initiative (www.accessinitiative.org) and the number of countries who have made commitments under the Partnership on Principle 10 (www.pp10.org)</p> <ul style="list-style-type: none"> - improved natural resource management. <p>Delivery will be primarily through capacity-building project work (see below for details of programmes) and lobbying. Measurements will be project specific.</p> <ul style="list-style-type: none"> - Greater international commitment to tackling illegal logging <p>Measurements: Russia hosts Ministerial Forest Law Enforcement Governance (FLEG) conference in 2005/6 which adopts political declaration to combat illegal logging. 3 Forest Law Enforcement Governance and Trade (FLEGT) Partnership Agreements between EU and producer countries signed by 2007. 5 additional developed countries to have signed up to green timber procurement policies by 2008.</p> <ul style="list-style-type: none"> - increased implementation of Environment Charters in the Overseas Territories <p>Delivery will be primarily through capacity-building project work (under the Overseas Territories Environment Programme). Measurements will be project specific</p> <ul style="list-style-type: none"> - An increase in the number of countries that have abolished the death penalty, or announced a moratorium in its use – from xx countries in March 2005 to xx+5 in March 2008. <p>The measure for this indicator will be Amnesty International's death penalty web-site which can be found at http://web.amnesty.org/pages/deathpenalty-index-eng. There are currently 118 countries listed by Amnesty as being abolitionist in law or practise.</p> <ul style="list-style-type: none"> - An increase in the number of ratifications of the UN's 6 core human rights treaties |
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by 6 per year over the three years.

The six core treaties are: The International Covenant on Civil and Political Rights, The International Covenant on Economic, Social and Cultural Rights, The Convention on the Elimination of all forms of Discrimination Against Women, The Convention on the Rights of the Child, The Convention Against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment, and The International Covenant for the Elimination of all forms of Racial Discrimination. The number of ratifications can be monitored on the UN's web-site at:

<http://untreaty.un.org/ENGLISH/bible/englishinternetbible/partI/chapterIV/treaty16.asp>.

- An increase in the number of countries that have ratified the Optional Protocol to the Convention Against Torture – 21 more countries to ratify over the three years.

The number of ratifications of this Protocol can be checked on the UN's web-site at <http://untreaty.un.org/ENGLISH/bible/englishinternetbible/partI/chapterIV/treaty16.asp>. As of July 04 four countries had ratified.

We will use a number of programmes under the Global Opportunities Fund to help us deliver this PSA. These are the Emerging Markets Programme; the Re-Uniting Europe Programme; the Sustainable Development Programme; and the Climate Change and Energy Programme. More details on these programmes can be found at: <http://www.fco.gov.uk/servlet/Front?pagename=OpenMarket/Xcelerate/ShowPage&c=Page&cid=1059131211423>

A comprehensive monitoring and evaluation system framework is being established across all GOF programmes which will be utilised to ensure the quality and effectiveness of all projects and programmes. This will be backed up by training for FCO staff which, by increasing our project and programme management capacity, will

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| | <p>enhance our ability to deliver this target.</p> <p>Individual projects will be monitored and evaluated against detailed project plans through the establishment of indicators for progress against achieving outputs, outcomes and longer-term impacts at both the project and programme levels, thereby ensuring the strategic relevance and contribution of individual projects to the FCO's broader strategic objectives and this PSA target</p> |
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Objective 7: Security of UK and global energy supplies

Objective 8: Security and good governance of the UK's Overseas Territories

Objective 9: High quality consular services to British nationals abroad. Effective regulation of entry to, and settlement in, the UK in the interests of sustainable growth and social inclusion. (Entry clearance through Ukvisas.)

Target 9

| SR2004 Target | Technical Note |
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| <p>Consular and Entry Clearance (latter shared with UKVisas/Home Office)</p> <p><i>“Effective and efficient consular and entry clearance services, as measured by specific underlying targets.”</i></p> | <p>Progress against this target will be measured on the basis of a mixture of quantitative and qualitative indicators.</p> <p><u>Entry clearance</u></p> <p>i. 90% of straightforward non-settlement visa applications to be processed and</p> |

available for return to the applicant within 24 hours from the date of receipt by a visa section of the application and all supporting documents including the fee.

- ii. 90% of non-settlement applications requiring further enquiries or interview to be decided within 15 working days from the date of receipt by a visa section of the application and all supporting documents including the fee.
- iii. 90% of applicants for settlement visas to be interviewed within 12 weeks (except at Posts where Ministers have agreed alternative targets).
- iv. 60% of visa applications to be processed by posts with Risk Assessment Units or visa assessment teams in 2005/06, rising to 70% in 2006/07 and 75% in 2007/08.

Measurement of (i)-(iv) above will be on the basis of data regularly provided from overseas Posts.

Consular Services

The core Consular services to British nationals are:

- Assistance/protection to victims of crime, accidents, natural disasters and conflict
- Assistance/protection in case of death, imprisonment, abduction and disappearance
- The application of human rights and minimum welfare standards to all such cases
- Provision of passport, birth/death registration and notarial services

These services will be supplied by well trained staff, supported by dedicated IT, within accepted policy boundaries and under clear policy guidance.

Scorecard measures

- 90% of overseas passports issued within 10 working days from receipt of correct fee and correctly completed application
- 99% of hospitalised consular cases contacted within 24 hours of notification
- 98% of detainees contacted within 24 hours of notification of arrest, and detainee visited as soon as possible thereafter if detainee wishes
- 98% of notarial acts carried out within 1 working day from receipt of correct fee and correctly completed application;
- 98% of birth registrations carried out within 5 working days from receipt of correct fee and correctly completed application;
- 98% of death registrations carried out within 3 working days from receipt of correct fee and correctly completed application.

In addition Consular service provision will be assessed against the following:

- **Service Delivery.** 75% of a cross-section of users satisfied with the delivery of consular services.

This 'Service Delivery' target will be measured by analysing the results of a new annual questionnaire issued to users of the service. As most users of the service are distressed British nationals (DBNs) our sample will be chosen from the new consular assistance global database called 'Compass' at least six months after they have used one of our services. British nationals who have used our passport or other notarial services will also be included.

This target will be supported by activity in the following areas: more professional and appropriate handling in direct contacts with consular customers (in person and by

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| | <p>telephone), particularly with vulnerable groups e.g. with the bereaved. Greater and more effective use of partner organisations and pro-bono panels in consular cases. Increase in level of positive outcomes in cases involving Human Rights of UK citizens (e.g. death-row and forced marriage cases). Full use of and adoption of best practice in operating the new consular assistance case database (called Compass) as a tool in provision of consular services. Improved relations with, and adoption of reinforcing practice by, travel sector.</p> |
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