

FOREIGN AND COMMONWEALTH OFFICE



# **AUTUMN PERFORMANCE REPORT 2003**

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

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# Foreign and Commonwealth Office

## Autumn Performance Report 2003

The Foreign and Commonwealth Office (FCO) continues its work in delivering the challenging Public Service Agreement (PSA) targets agreed for 2003–2006 under the 2002 Spending Review (SR2002). These targets were set out in the White Paper, “Spending Review 2002: Public Service Agreements 2003–06” (Cm 5571, July 2002). A summary of progress to the end of financial year 2003/04 will be contained in the FCO’s annual Departmental Report 2004. The FCO’s Resource Accounts for financial year 2002/03 (HC10) were published on 26 November 2003 and are available from The Stationery Office.

This Report provides supplementary information on the FCO’s performance against these PSA targets at September 2003. The FCO’s PSA targets are the key commitments that the FCO has agreed to deliver in return for the resources agreed in the 2002 Spending Review settlement. Together with the FCO’s high-level Objectives, the FCO’s PSA targets embrace all of the FCO’s work. The Secretary of State for Foreign and Commonwealth Affairs is explicitly responsible for the delivery of the FCO’s PSA targets. A number of the FCO’s PSA targets are shared with Other Government Departments.

Measuring outcomes in foreign policy is difficult. The outcomes themselves, e.g. a change in behaviour by another state, may not be measurable. Data sources are often unreliable and retrospective. It is not easy to measure the contribution of any single country to a global outcome. And the speed of change and uncertainty in foreign affairs means that even the most carefully calculated plans can be blown off course.

To overcome the inherent difficulties of measuring performance in international relations, the FCO has developed a system of “scorecards” for monitoring progress. These are not intended as absolute measures of achievement – rather they give evidence as to whether progress is being made towards a target. For the 2002 Spending Review period of 2003–2006, the FCO’s PSA targets are supported by a series of 44 scorecards listing specific, usually evidentially verifiable, outcomes, which the FCO is planning to deliver.

The scorecards do not show everything that the FCO is doing to achieve its targets, but they do give an indication of the main areas of progress. An unclassified version of these scorecards and the PSA targets is available on the FCO website ([www.fco.gov.uk](http://www.fco.gov.uk)). Some elements of the scorecard need to remain confidential, for example to avoid revealing Britain’s position in international negotiations.

This report does not contain all the evidence of progress on every scorecard. In some cases publication of data is constrained by security considerations. For some scorecards, e.g. those relating to PSA 4 (Conflict Prevention), the data is not yet available. This evidence will be included in future papers.

## FCO Objectives and PSA Targets: 2003–06

This Report summarises progress against the FCO's SR2002 PSA targets for the period from the beginning of April until the end of September 2003. It measures therefore the first half-year of the three year implementation period for these PSA targets. In some cases it is too early to give a full assessment of progress. This will be captured in future Reports. The next assessment of performance will be contained in the spring 2004 Departmental Report.

For the FCO, the period covered by this report was dominated by the conflict in Iraq and by the UK's contribution to achieving stability in Iraq thereafter. But UK diplomacy was also active, often away from publicity, in working to achieve stability in different parts of the world including Afghanistan, South Asia, the Balkans and parts of Africa. Progress towards resolving difficult international issues is rarely linear – there are often periods of progress and periods of setback. Overall, the period from April to September saw positive developments in a number of important international issues, to which the UK, and the FCO in particular, was able to contribute.

At September 2003 the following progress had been made against the FCO's SR2002 PSA targets:

### **FCO Objective 1: A secure United Kingdom within a safer and more peaceful world.**

**PSA 1** Reduce the threat to the UK from international terrorism and the proliferation of weapons of mass destruction. Reduce international crime, drugs and people-trafficking affecting the UK, measured by Whitehall-wide targets. Contribute to the reduction of opium production in Afghanistan, with poppy cultivation reduced by 70% within 5 years and elimination within 10 years.

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

**Overview:** Counter-terrorism has been a major priority in this period. Initial activities have included supporting counter-terrorism capacity-building in priority countries. Progress against the Afghan drugs sub-target has been affected by (anticipated) short-term increases in production while longer-term measures are implemented. Discussions on the establishment of an EU Action Plan for WMD were also a prominent feature of this period.

**Specific Progress:** Threats to aviation in Kenya mitigated by FCO-funded training and assistance at Nairobi and Mombasa airports. British Airways (BA) have resumed flights to both destinations. The FCO contributed to higher awareness of the terrorist threat in key regions, which encourages more robust national security postures in key countries in Middle East, Asia and Africa.

There has been a reduction in threat to the UK from the proliferation of weapons of mass destruction, due to reduction in threat from countries of concern. With the defeat of Saddam Hussein's regime, the threat from Iraq has been removed. The declarations by Libya that it has had WMD programmes and will dismantle them is a highly significant development. Negotiations with Iran and North Korea have also made progress.

The UN Office on Drugs and Crime survey results show that opium poppy cultivation in Afghanistan increased by 8% while production rose by 6% to 3,600 tonnes in 2003. This is in line with the trajectory of the UK Delivery Plan, which took effect from 1 April 2003, to achieve the PSA target. It was anticipated that production might increase before it declined, in line with previous experience in Thailand and Pakistan. All the agreed milestones for 2003/4 have been met. Baseline data for 5 and 10 year targets have been established with the publication of the UN and US annual poppy survey figures, for which the UK provided financial and technical assistance.

**PSA 2** Reduce tension in South Asia, the Middle East, Balkans and elsewhere through action with our international partners, paying particular attention to regions at risk from nuclear confrontation.

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

**Overview:** This area of FCO activity was dominated by the Iraq conflict and its aftermath. The UK is playing a leading role in restoring stable governance to the country. Efforts continued however to advance solutions in ongoing areas of conflict such as the Middle East and South Asia, with positive indicators of progress in several of them. Joint activity with France and Germany resulted in the Iranian commitment on 21 October 2003 to co-operate with the International Atomic Energy Agency (IAEA) to address and resolve through full transparency all requirements and outstanding issues of the agency; to sign and ratify the IAEA Additional Protocol and implement the provisions of the Protocol in advance of ratification; and voluntarily to suspend all uranium enrichment and reprocessing activities.

**Specific Progress:** Non compliance by **Iraq** with its obligations under UN Security Council Resolutions led to military action. The UK, US and other Coalition partners are now engaged in ensuring that Iraq becomes a stable and democratic State that poses no threat to international peace and security, and provides effective and representative government for its people in accordance with UNSCRs 1483 and 1511. The FCO is heavily involved in efforts to achieve stable governance in Iraq for the future.

On the **Middle East Peace Process (MEPP)** there has been a revival of peace camps and confidence building measures, supported by strategic use of programme funds through FCO Global Opportunities Fund (GOF) and Global Conflict Prevention Pool (GCPP).

**Pakistan/India** remained committed to pushing forward with normalisation moves (launched in Vajpayee's "hand of friendship" speech in April) which led to the return of High Commissioners, the reopening of the Delhi-Lahore bus link and resumption of high level political contacts. The first round of air services talks ended in stalemate, but India accepted the invitation for PM Vajpayee to attend the rescheduled SAARC Summit in Islamabad on 4-6 January 2004. Peace talks in both **Sri Lanka** and **Nepal** remain suspended (as of August 2003).

**Iran** continues to work towards full implementation of its commitments. It has provided an extensive declaration to the IAEA of its nuclear activities; it has signed the Additional Protocol and begun ratification procedures; and is in discussion with the IAEA as to the full scope of its voluntary suspension of enrichment and reprocessing activities. In return, the UK,

France and Germany agreed that fulfilment of these commitments by Iran will open the way to a dialogue on a basis for longer term co-operation which will provide all parties with satisfactory assurances relating to Iran's nuclear power generation programme. Once international concerns, including those of the three governments, are fully resolved Iran could expect easier access to modern technology and supplies in a range of areas.

A majority of **Serbia and Montenegro** State Union institutions have been established and legislation harmonisation is on target for spring 2004. Progress has been made on Mission Implementation Plan in **Bosnia**. The Contact Group's (Quint plus Russia) approach on operationalising standards (with a view to determining **Kosovo's** final status) was agreed in principle at United Nations General Assembly (UNGA) in New York.

In **Afghanistan** there were extensive efforts to achieve security and normalisation of effective governance, including through drafting a new constitution. Stability in Afghanistan is a long term goal, but significant progress has been made towards it.

**PSA 3** Strengthen European security through an enlarged and modernised NATO, an effective EU crisis management capacity and enhanced European defence capabilities. JOINT TARGET WITH MOD

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

**Overview:** Good progress was made on enlarging NATO's capacity while rolling out the EU's operational defence capability in a way that enhances existing (NATO) security arrangements. There were also extensive discussions on a European Security Strategy to set out a robust security concept that would determine the direction of EU external policy in this area. The Security Strategy was agreed at the December European Council, as was a proposal to strengthen the EU's collective capacity for crisis management, while leaving NATO and national HQs as the main options for carrying out military operations.

**Specific Progress:** All seven invitees are on track formally to join NATO in May/June 2004. All have discussed their Membership Action Plan (MAP) with NATO and are currently discussing their integration into the NATO force planning process. NATO Defence Ministers agreed a new command structure in June 2003. An interim operating capability of the NATO Response Force (NRF) is in place ahead of schedule. The European Council in Rome reached agreement on measures to enhance co-ordination on operational planning.

The EU has successfully launched a follow on mission to the NATO operation in Macedonia and a civilian policing operation in Bosnia. The EU undertook a successful autonomous European Security and Defence Policy (ESDP) military operation in Democratic Republic of Congo (DRC) in August/September 2003. Discussions in NATO and the EU about an EU military operation in Bosnia to follow the winding down of NATO's Stabilisation Force (SFOR) operation are ongoing.

**PSA 4** Improve effectiveness of the UK contribution to conflict prevention and management as demonstrated by a reduction in the number of people whose lives are affected by violent conflict and a reduction in potential sources of future conflict, where the UK can make a significant impact. JOINT TARGET WITH MOD AND DFID

Progress against the PSA Target in 2003–6 will be measured using indicators drawing on a range of information sources.

**Progress:** Data for this target is currently unavailable. Data is taken from outside sources, produced annually, in arrears.

**FCO Objective 2: Enhanced competitiveness of companies in the UK through overseas sales and investments; and a continuing high level of quality foreign direct investment. (Through British Trade International subsequently known as Trade Partners UK (TPUK).)**

**PSA 5** Deliver measurable improvement in the business performance of Trade Partners UK's customers; and maintain the UK as the prime location in the EU for foreign direct investment. JOINT TARGET WITH DTI

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

Success Criteria:

This element of the PSA target will be measured using three sub-targets:

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

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

Success Criteria, Data and Timing:

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

It is proposed in future to measure "the UK's *share of the stock* of EU foreign direct investment (FDI) on a year by year basis, as recorded in the United Nations' Conference on Trade and Development (UNCTAD) World Investment Report (an annual publication)" in order to determine whether the UK is the prime location for FDI, rather than using trends. This would eliminate the "catch up" problem – as other countries "catch up" with the UK any increase in their stocks from a lower base is very likely to be larger in percentage terms.

**Overview:** Good progress made in assisting exporting companies, especially those new to international trade. UK's position as leading destination for foreign investment maintained.

No. of Services/ Delivery Standard	Expected performance	Actual Performance		
		03/04	04/05	05/06
At least 30% of new-to-export firms assisted improving their business performance within 2 years	30%	*35%		
At least 50% of established exporters assisted improving their business performance within 2 years	50%	*44%		
At least 70% of firms receiving assistance with major projects overseas reporting that UK Trade & Investment's help was a significant factor.	70%	**		
<p>* Based on a relatively small sample of companies. The final assessment will be made over a two-year period.</p> <p>** Measurement will not take place until January 2004.</p>				

Latest data from the 2003 United Nations Conference Trade (UNCTAD) report confirms the UK's ranking as the top investment location in the EU. The UK's market share of accumulated EU capital stock in 2002 is estimated to be 22.5%, compared to its nearest rival competitor Germany with 16%. The 2002 market share estimates assume unchanged 2001 Belgium/Luxembourg stock figures, as figures for 2002 are unavailable.

**FCO Objective 3: Increased prosperity and a better quality of life in the UK and world-wide, through effective economic and political governance globally.**

**PSA 6** Secure agreement by 2005 to a significant reduction in trade barriers leading to improved trading opportunities for the UK and developing countries. JOINT TARGET WITH DTI AND DFID

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

**Overview:** The breakthroughs with TRIPS (the WTO's intellectual property regime) and the EU-US agreement on agriculture were important contributions to reducing trade barriers but progress during this period was constrained by the failure of the Cancun trade talks.

**Specific Progress:** Significant differences between developed and developing countries on agriculture were an underlying cause in the collapse of the Cancun WTO Ministerial. The immediate cause was disagreement on 'Singapore' issues, particularly investment and competition.

**PSA 7** Make globalisation work for sustainable development in the UK and internationally (and particularly in Africa) by promoting democracy and the rule of law, good economic and environmental governance, and security of long-term energy supply, measured by specific underlying targets.

This target will be measured using scorecards (agreed between FCO and HMT) covering the five elements of the target: (a) increased democracy and the rule of law; (b) more effective economic governance; (c) more effective environmental governance; (d) enhanced security of energy supplies; (e) reformed and efficient international organisations (the UN, OSCE, OECD and Council of Europe), offering better value for money for the UK. The scorecards for (b) – (e) are classified.

**Overview:** Conclusion of anti-corruption Convention a break-through in promoting good governance.

**Specific Progress:** The final round of negotiations for the UN Convention against Corruption was completed in October 2003. The UK signed the Convention in Mexico on 9 December 2003.

Commission on Sustainable Development adopted forward work programme. The FCO delivered, or is contributing to the delivery of, three World Summit on Sustainable Development (WSSD) commitments (Renewable Energy, Energy Efficiency Partnership and Travel Foundation and Partnership for Principle 10).

A strategy has been agreed aimed at promoting the rule of law more actively in the work of the FCO (February 2003). The first stage in this strategy, better co-ordination across Whitehall of international initiatives on the rule of law, was launched at the FCO on 24 June with the establishment of the UK Government Consultative Forum on Justice.

**FCO Objective 4: A strong role for the UK in a strong Europe, responsive to people's needs.**

**PSA 8** A modern, reformed, and enlarged EU, as measured by progress towards UK policy priorities including economic liberalisation, Common Agricultural Policy (CAP) reform, justice and home affairs, an effective Common Foreign and Security Policy (CFSP), and the 2004 Intergovernmental Conference (IGC); and greater support for Europe in the UK.

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

**Overview:** EU agenda dominated by preparations for the IGC but progress also made elsewhere, including on the CFSP priorities.

**Specific Progress:** The Convention on the Future of Europe presented its draft Constitutional Treaty for the EU to the European Council in June/July. During the interim period, before the Intergovernmental Conference (IGC) agreed a new Treaty on 4 October, the FCO co-ordinated the Government's White Paper 'A Constitutional Treaty for the EU: the British Approach to

the European Union's Intergovernmental Conference'. The White Paper welcomed the significant progress made towards the UK's objectives in the Convention. It also set out what we aimed to achieve in the IGC. The IGC has not yet concluded.

The EU High Representative has played a constructive role on the main CFSP issues over the past 6 months, (eg Iraq, MEPP, Iran) minimising all differences between EU members (eg on Iraq) and taking UK sensitivities into account.

The Asylum "qualifications" and "procedures" Directives are both blocked. Co-operation with third countries is making progress. The UK with other member states has bid for Community funding for projects.

Council Conclusions in October restated the importance of accelerating structural reforms and policies aimed at producing jobs and enhancing economic and social cohesion.

The June Agriculture Council agreed major CAP reform on the basis of Commission proposals.

Between spring 2002 and spring 2003, public opinion in support of Europe within the UK fell by 2%.

**FCO Objective 5: International decisions and actions which advance UK objectives and interests. Authoritative advice and support to the whole of Government on international issues. Positive foreign perceptions of the UK and the Government's policies.**

**PSA 9** Effective advice on, support for, and delivery of Government objectives across the full range of the UK's international interests through a viable and responsive network of diplomatic Posts. Increased influence overseas and improved perceptions of UK and HMG policies, as measured by opinion polls.

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

**Overview:** The six months from April 2003 saw significant progress in preparation of an FCO Strategy launched in December. This involved extensive consultation with stakeholders, including Other Government Departments, on how to deliver the UK's international priorities.

**Specific Progress:** The FCO Business Plan was published in May. Business Plan implementation is ongoing and covers all the FCO's PSA targets. Work on defining the FCO's longer-term strategic priorities reached an advanced stage. It included consideration of new tools for measuring posts' performance and how the FCO contributed to the priorities of the whole of Government.

The Public Diplomacy Strategy was agreed and finalised by the Public Diplomacy Strategy Board in May 2003. A secondee from Market & Opinion Research International (MORI) was appointed in October 2002 to set up Polling and Evaluation Unit; which has now been established.

A series of meetings between FCO Strategy Directorate and other Whitehall Departments, plus the British Council and BBCWS have been used to shape future priorities and more effective targeting of the FCO network (223 Posts world-wide). This work fed into a wider exercise to agree an FCO Strategy which was published in December 2003 and is already guiding the FCO's work and resource allocation.

In the July – September period of 2003 visitor numbers to the FCO website increased by 38% (average monthly page impressions 3.06m – up from 2.16m in 2002 – averaging 936,002 per month). FCO Travel Advice pages were read almost half a million times by 160,000 users in September 2003. The Travel Section accounted for 33% of the traffic to the whole site. News articles are accessed online over 6,000 times daily. Over 3m documents are downloaded annually, the most popular being the C1 form (overseas application for a UK passport). On average almost 700 new users subscribe to the FCO site each month, bringing the total number of current subscribers to 39,000.

BBC World Service: Monthly online use: 177 million page impressions, against March 2004 target of 150 million. Quarterly online interactive forums: 12 per language, directly on target. 140 capital cities with BBCWS FM outlets, against target of 138 by March 2004. Figures on Awareness, Reach, Objectivity & Relevance; on global weekly audience; and on Short Wave audibility all reported annually in March.

The British Council's corporate performance scorecard was rolled out globally to all countries in April 2003. Data will be collected throughout the year and the results will be available in May 2004. One scorecard indicator links changes in perception by individuals overseas directly to engagement in British Council activity. This should help to identify where and how the Council is having the most effect.

**FCO Objective 6: 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.)**

**PSA 10** Effective and efficient consular and entry clearance services, as measured by specific underlying targets.

(a) Consular targets:

- (i) 95% of overseas passports issued within 5 working days from receipt of correct fee and correctly completed application;
- (ii) 99% of hospitalised consular cases contacted within 24 hours of notification
- (iii) 98% of detainees contacted within 24 hours of notification of arrest, and detainee visited as soon as possible thereafter if detainee wishes
- (iv) 98% of notarial acts carried out within 1 working day from receipt of correct fee and correctly completed application;
- (v) 98% of birth registrations carried out within 5 working days from receipt of correct fee and correctly completed application;
- (vi) 98% of death registrations carried out within 3 working days from receipt of correct fee and correctly completed application.

Measurement of the above will be on the basis of annual data provided from overseas Posts.

(b) Entry clearance targets:

- (i) 90% of Posts to make a decision within 24 hours on straightforward non-settlement visa applications (Tiers 1 and 2);
- (ii) 90% of Posts to make a decision within 10 working days on non-settlement applications requiring an interview (Tier 3);
- (iii) 90% of Posts to meet target times for interviewing applicants for settlement visas (Tier 4);
- (iv) The number of valid visas cancelled on arrival, with the exception of those who claim asylum, not to exceed 0.04% of visas granted.

Measurement of (i) – (iii) above will be on the basis of annual data provided from overseas Posts. Measurement of (iv) will be on the basis of data provided by The Home Office.

**Overview:** Demand for consular and entry clearance services continues to expand fast. Against that challenging background, the FCO's targets remain on course for first year of assessment period.

<u>Consular</u> No. of Services/ Delivery Standard	Expected performance	Actual Performance		
		03/04	04/05	05/06
Issue of passports (within 5 days from receipt of correct fee and correctly completed application)	95%	95%		
Hospital Visits (contact hospital within 24 hours of notification)	99%	*		
Prison Visits (contact within 24 hours of notification of arrest, and – if the prisoners wishes – to visit as soon as practicable thereafter)	98%	*		
Notarial Acts (carried out within 1 working day from receipt of correct fee and correctly completed application)	98%	98%		
Birth Registration (carried out within 5 working days from receipt of correct fee and correctly completed application)	98%	98%		
Death Registration (carried out within 3 working days from receipt of correct fee and correctly completed application)	98%	98%		
* Figures from sampling exercise not available at time of APR. Please note that data used to measure performance is taken from the Consular Annual Return (CAR). Posts are required to complete this return by mid April for the previous financial year (FY). Progress shown reflects data from the 2002/03 CAR, informed by findings from a sampling exercise this FY focussing on the top 40 (95% of worldwide issues by volume) passport issuing Posts.				

<u>Visa</u> No. of Services/ Delivery Standard	Expected performance	Actual Performance		
		03/04	04/05	05/06
Visa applications – straight forward (decisions made on non-settlement applications within 24 hours)	90%	92%		
Visa applications – requiring an interview (decisions made on non-settlement applications within 10 working days)	90%	88%		
Meet target times for interviewing applicants for settlement visa	90%	98%		
Number of valid visas cancelled on arrival, with exception of those who claim asylum, not to exceed 0.04% of visas granted.	(less than) 0.04%	*		
<i>* Home Office recently changed their computer systems. Data dating back to April has just been received and is currently being processed.</i>				

**FCO Objective 7: Secure and well-governed British overseas territories enjoying sustainable development and growing prosperity.**

**PSA 11** Improvement in the governance, environment and security of the overseas territories, and more diversified economic development, as measured by implementation of the commitments in the 1999 White Paper “Partnership for Progress and Prosperity: Britain and the Overseas Territories” (Cm 4264).

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

(a) Governance:

Modernisation by 2006 the constitutions of all populated Territories (except Gibraltar and Pitcairn) – 2 by March 2004, 6 by March 2005.

(b) Environment:

Improvement in Overseas Territories’ (OT) participation in key multilateral environmental agreements by securing the extension by 2006 of CITES to Anguilla and TCI, of the Convention on Biological Diversity to Bermuda and the Falkland Islands, and of the SPAW Protocol to all the Caribbean Overseas Territories (COTs).

(c) Security:

Disaster management plans agreed for three OTs by the end of 2003/4 and for ten OTs by the end of 2004/5.

(d) Economic Development:

Agree borrowing guidelines in all COTs by 2004/5 and develop new strategic plans in all COTs, Falklands and St Helena by 2006 in order to improve financial planning and budgetary discipline:

**Overview:** Good progress made across a range of areas, especially contingency planning.

**Specific Progress:** Constitutional reviews are underway in Anguilla, the British Virgin Islands, the Cayman Islands, the Falkland Islands, Montserrat, St Helena and the Turks and Caicos Islands. CITES progress has been made and draft legislation is in hand.

HMG OT Disaster Management Adviser appointed until autumn 2004. Work in hand to assist and encourage the application of minimum standards and common planning processes across all the OTs. Disaster plans in place in Bermuda, British Virgin Islands, Cayman Islands, Gibraltar, the Falklands Islands, Montserrat and St Helena. Strategic Country Programme (SCP) talks held in Anguilla in March 2003. Country Policy Programme (CPP) talks scheduled for March 2003 on Montserrat postponed until January 2004. We are currently undertaking a review of the SCP/CPP process, which will focus on how HMG can have a legitimate input into OT's strategic plans, decisions on this will take into account discussion at the December Overseas Territories Consultative Council.

### **Value for Money**

**PSA 12** Improve value for money across the full range of FCO, BBC World Service and British Council activities by achieving year on year efficiency gains of 2.5%.

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

**Overview:** On course to meet efficiency targets.

**Specific Progress:** The 2.5% efficiency target was cascaded down to directorates (and the British Council, BBC World Service and BTI), whose budgets were adjusted accordingly. After six months, expenditure was on course to fall within budget over the year. Central efficiency measures are also being pursued.



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