



Foreign &
Commonwealth
Office

Strategic Programme Fund

Annual Report 2007-2008





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Foreword



Foreword by the Rt. Hon. David Miliband MP

The Strategic Programme Fund (SPF) is a key part of delivering the FCO's Departmental Strategic Objectives. It gives our Embassies the scope to support a wide range of opportunities in promoting British interests. Building on traditional FCO strengths such as lobbying and negotiating, relatively modest resources enable us to become active partners, increasing our influence and allowing us to support change where it matters. We work with a range of stakeholders, from federal and state governments to civil society and NGOs. Our programmes enable us to engage with new partners and leverage resources from others.

SPF programmes aim to bring about change and influence at the policy level, for example, through stimulating the introduction of new policies or better legislative frameworks, or by improving institutional capacity and building greater accountability.

The SPF was created at the time of the Strategy Refresh we conducted in 2007, to ensure that our programme resources were focussed on supporting the FCO's four policy objectives, which are to:

- Counter terrorism and weapons proliferation, and their causes
- Prevent and resolve conflict
- Promote a low carbon, high growth, global economy
- Develop effective international institutions, above all the UN and EU

This report covers what has been achieved in the SPF's first year. It shows that the Strategic Programme Fund is helping us to make a real difference in the world. There are some excellent examples in this Report that show how we have worked with our partners to make progress towards our policy priorities. We look forward to building on these achievements in the coming year, funding projects that are more ambitious in scope to help bring about the kind of transformational changes we are seeking with our foreign policy.

A handwritten signature in blue ink, appearing to read 'David Miliband'.

Executive Summary

The Strategic Programme Fund (SPF) was formed in 2007 following the FCO's Strategy Refresh and replaced the Global Opportunities Fund (GOF) which oversaw targeted programme spending from 2003-2007.

In 2007-8, the number of programmes increased from ten to eleven. The Sustainable Development Programme was divided into the Sustainable Development Programme and the Human Rights Programme, while the Engaging with the Islamic World Programme was absorbed into the Counter Terrorism Programme to create the Counter Terrorism and Radicalisation Programme. The Economic Governance Programme was also split, to create the Economic Reform Programme and the Science and Innovation Programme. These five programmes joined the existing Afghan Counter Narcotics, Climate Change and Energy, Drugs and Crime, Migration, Overseas Territories and Re-uniting Europe programmes.

Afghan Counter Narcotics

The Afghan Counter Narcotics Programme is part of the UK's wider strategy to support the Government of Afghanistan. Drugs are a critical threat to Afghan governance, stability, and regional security. The Strategic Programme Fund is one of several sources of funding from across Whitehall for this programme.

The Afghan Counter Narcotics Programme implements an integrated and holistic approach in Afghanistan to:

- foster economic growth and support legal livelihoods;
- build law enforcement systems;
- support provincial leadership, policing, and targeted eradication campaigns, in particular in dedicated efforts in Helmand

Climate Change and Energy

The Climate Change and Energy programme contributes to UK climate change and energy security objectives by focusing on three areas:

- Strengthening the evidence on the impacts of climate change to encourage ambitious policies to mitigate against climate change;
- Mobilising political support and engaging new constituencies, to promote strong and early action on climate change;
- Creating the enabling regulatory environment to stimulate a shift in investment towards a low carbon economy.

Counter Terrorism and Radicalisation

The Counter Terrorism and Radicalisation Programme focuses on building capacity to help countries fight terrorism, which threatens Britain or British interests. Activity is focused under four main themes:

- **Preventing** terrorism by tackling the factors which lead to radicalisation and recruitment
- **Pursuing** terrorists and those who sponsor them
- **Protecting** British People and British interests against terrorist attacks
- **Preparing** for the consequences of terrorist activity so as to minimise its impact

Drugs & Crime

The Drugs and Crime Programme seeks to increase international engagement and effectiveness in order to reduce harm to the UK from drugs and crime. Its main objectives are:

- Sharing UK best practice with key partners;
- Developing and fostering good relationships to secure host government commitment to improved standards including legislation;
- Building institutional and law enforcement capacity.

Economic Reform

The Economic Reform (formerly Economic Governance) Programme supports economic reform and good governance in Emerging Markets economies, in order to benefit the UK economy and business through an open and expanding global economy.

Human Rights

The Human Rights Programme supports policy priorities under International Priority 7: “Promoting sustainable development and poverty reduction underpinned by human rights, democracy, good governance and protection of the environment”. It also aims to act as an additional tool to promote respect for human rights, underpinning other International Priorities.

Migration

The objectives of the Migration Fund were:

- To ensure the UK has a robust and effective immigration system, through preventing illegal entry and ensuring that those who are in the UK illegally return to their home countries
- To ensure the UK remains an internationally competitive destination, attracting the migrants we need for our economy
- To help manage migration in third countries where this helps UK interests, including identifying positive synergies between migration and development
- To help increase our understanding of legal and illegal migratory flows
- To improve protection of genuine refugees and internally displaced peoples

Overseas Territories

The Overseas Territories Programme funds sustainable development and capacity building to assist the Territories in meeting current and future demands. It contributes to the maintenance of security, stability and prosperity in the Overseas Territories.

Reuniting Europe

The Reuniting Europe Programme helps deliver our vision of building an effective and globally competitive EU in a secure neighbourhood. It does this by supporting partner countries with the reforms necessary for EU accession or closer partnership with the EU. It focuses, in particular, on:

- supporting the development of stable institutions guaranteeing democracy, the rule of law, human rights and the respect for and protection of minorities;
- the existence of a competitively functioning market economy, in line with the Copenhagen Criteria set out for membership of the EU.

Science Collaboration

The Science Collaboration Programme supports a stable and prosperous international economy on which the UK increasingly relies by supporting initiatives to promote UK scientific collaboration in key emerging markets. The Programme aims to:

- **promote** access to and sharing of scientific expertise,
- **strengthen** the UK’s innovation capacity,
- **inform** effective domestic and international policymaking and leadership, and
- **influence** an increasingly globalised world and forge strategic alliances.

Sustainable Development

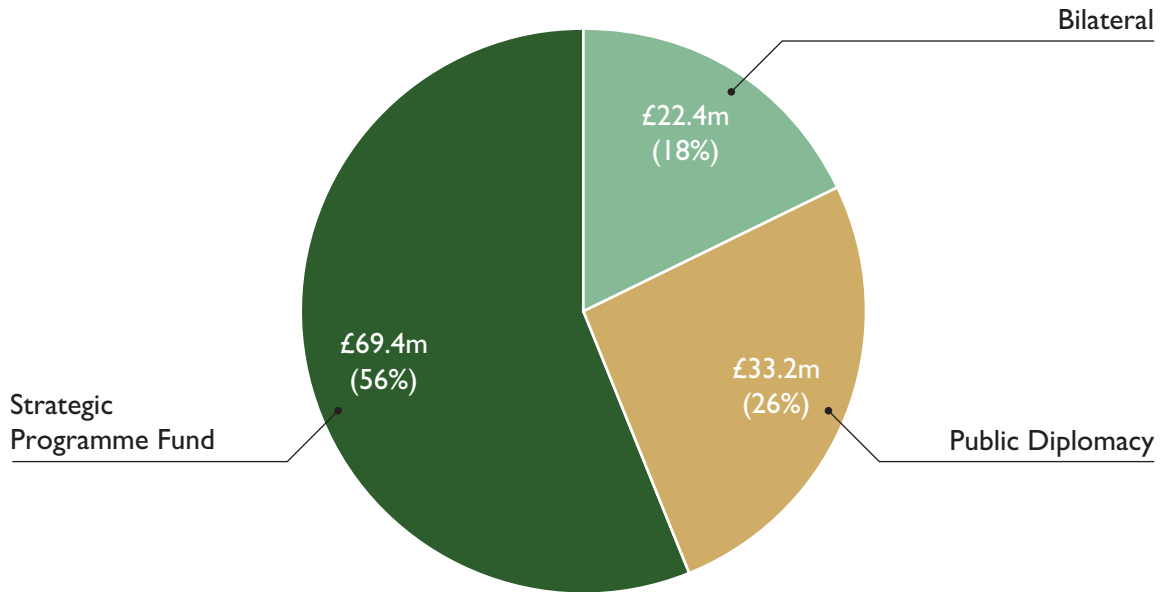
The Sustainable Development Programme contributed to UK sustainable development objectives by focusing on 3 areas:

- Improving environmental governance through achieving improved access to information, greater participation in decision making and better access to justice on environmental issues.
- Achieving more sustainable forest management through legislation to prevent deforestation
- Promoting growth, supporting livelihoods and promoting the environment through sustainable tourism

SPF Expenditure Overview

FCO Discretionary Spending 2007-8

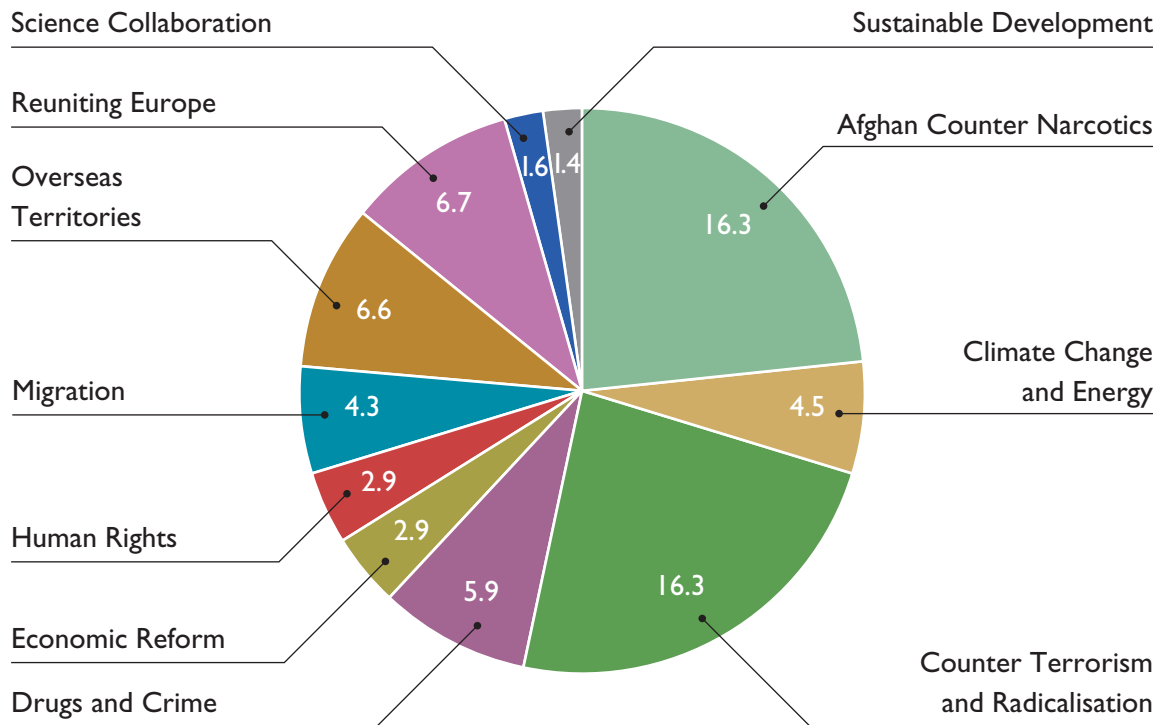
During 2007-08 FCO Programme Spending stood at £138.9m*. Within this figure £125.0m was spent on Bilateral (£22.4m), Strategic (£69.4m) and Public Diplomacy (£33.2m) with the percentages below:



*Note: The £138.9m figure reported in the 2007-08 Resource Accounts also includes further expenditure for Grant in Aid (£4.2m), Scholarships (£4.0m) and Chevening (£5.7m).

SPF Programme Spending 2007-8

During 2007-08 SPF funding amounted to £69.4m across eleven programmes. The breakdown is given below:



Afghan Counter Narcotics



Manual eradication taking place in Afghanistan

Introduction

Counter Narcotics is a top priority for UK engagement in Afghanistan. The UK leads international efforts as the G8 partner nation for Afghan CN. Under the FCO’s policy goal of “preventing and resolving conflict”, we are working to help the Government of Afghanistan prevent the drugs trade from undermining security, governance and the economy, and to divide the trade from the insurgency in the South of the country. The Afghan Counter Narcotics programme implements an integrated and holistic approach to:

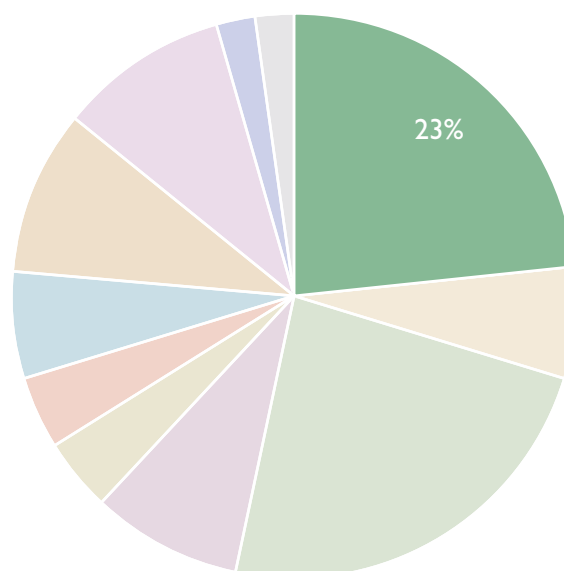
- foster economic growth and support legal livelihoods;
- build law enforcement systems;
- support provincial leadership, policing, and targeted eradication campaigns, in particular in dedicated efforts in Helmand.

We believe that a long-term commitment is necessary to tackle both the supply of, and demand for drugs.

Funding

The Afghan Counter Narcotics programme funding comes from a variety of sources, reflecting the programme’s cross-Whitehall nature. The FCO, Home Office, HM Revenue and Customs, Serious Organised Crime Agency, Ministry of Defence, and Department for International Development all contribute to Counter Narcotics. Of the £43.8 million spent in 2007-08, £16.3 million came from SPF contributions.

Afghan Counter Narcotics as a percentage of SPF spend



Geographical Priorities

Our efforts are primarily focused on Afghanistan itself, and we work with key international donors, in particular the US.

Criminal Justice Task Force

The Criminal Justice Task Force (CJTF) and Central Narcotics Tribunal (CNT) are Afghan institutions which work in support of one of the key goals of the Afghan Government's National Drug Control Strategy (NDCS): to target drug trafficking networks. Judge Huzra Hassanzoi, the Chief Judge of the Primary Court of the Central Narcotics Tribunal, said, "the CJTF's aim is to struggle against drug cultivation and narcotics trafficking through the rule of law and fair trial process, and to build justice in society." The CJTF and CNT receive support from the UK, US and Norway, as part of a co-ordinated development programme.

The programme builds the capability and credibility of Task Force staff to investigate and prosecute narcotics offenders. Investigators, prosecutors, judges and defence lawyers working on high-level narcotics cases receive a targeted programme of mentoring and capacity development. The UK leads on support to the institutional development of the CJTF, and we fund part of the operating costs, as well as providing a case management mentor and a prosecution mentor. Between 2005 and 2008 the UK spent £1.8m in support to the CJTF.



A counter Narcotics Lab in Afghanistan

In 2007/8, the CJTF delivered a number of high-profile convictions, demonstrating an increasingly sophisticated investigation and prosecution capability. Between January 2007 and June 2008, the CJTF prosecuted 329 cases, resulting in the conviction at the CNT of 432 narcotics offenders. 156 defendants were acquitted.

For example, in October 2007, 5 traffickers from Takhar province were convicted of possessing and transporting drugs. The traffickers, all border police officers, were found guilty of transferring 123 kilograms of pure crystal heroin in an official Border Police vehicle. They were given sentences of between 16 and 18 years. In January 2008, the case went to the Court of Appeal where the verdict and sentences were upheld. Cases like this are important because they demonstrate that figures of authority are not immune from prosecution.

Other CJTF developments over the last year have included the establishment of Administration and Media Units, both funded by the UK. The Media Unit has developed a website for the CJTF (<http://www.cjtf.gov.af/index.htm>). Regular press conferences and a quarterly magazine are raising the profile of the CJTF, and demonstrating to Afghans that the law enforcement system is starting to work.



Harvest time, poppies being scored

Climate Change and Energy



(© John Wang Getty Images)

Introduction

Tackling climate change and securing energy supplies are vital for the UK's future prosperity and security.

An important objective of the FCO is to help ensure security of UK and global energy supplies. The CCE programme worked towards achieving this through:

- Improving investment regimes and energy sector governance;
- Addressing threats to energy infrastructure;
- Supporting the diversification of energy supply through removing market barriers.

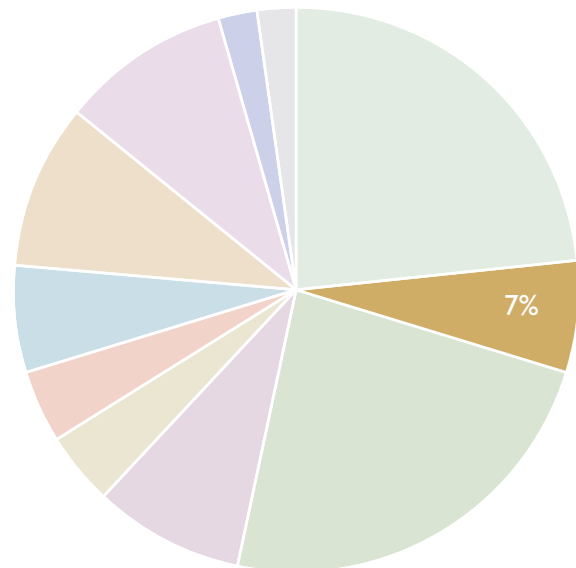
A core part of FCO work on achieving climate security is to engage influential players to recognise that a stable climate is essential for their country's prosperity and security; and mobilise political support for ambitious actions. The FCO also works to put in place a framework of policies at the international, national and regional levels, powerful enough to trigger a shift into low carbon technologies. The CCE programme contributed to this through:

- Strengthening the evidence on the impacts of climate change to encourage ambitious policies to mitigate against climate change;
- Mobilising political support and engaging new constituencies, to promote strong and early action on climate change;
- Creating the enabling regulatory environment to stimulate a shift in investment towards a low carbon economy.

Funding

In 2007-8 the programme spent £4.5 million.

Climate Change and Energy
as a percentage of SPF spend



Geographical Priorities

Countries able to submit project proposals are:

Climate security: Brazil, China, India, Indonesia, Japan, Mexico, Russia, Saudi Arabia, South Africa, USA

Energy security: Algeria, Azerbaijan, China, India, Kazakhstan, Nigeria, Russia, Saudi Arabia, Turkey

India – Promotion of biofuels

This project, run by the British High Commission in New Delhi with Winrock International India, aimed to demonstrate the use of biofuels as a clean and affordable energy source for electrifying remote rural villages in India.

As one of the major emerging economies and with a population of over 1 billion people, India is a priority for the UK's efforts to see an accelerated and visible shift towards a low-carbon model. This project supported programme objectives of developing incentives and policy frameworks to facilitate investment in low-carbon technologies.

The project demonstrated the use of biofuels for the electrification of Ranidhara in the state of Chattisgarh. The bio-fuel was produced from *Jatropha* Oil. Trees producing this non-edible oil were planted on waste land or the boundaries

of agricultural land. The uninterrupted supply of electricity in Ranidhara since its installation in June 2007 has demonstrated the technical and financial viability of this fuel source. The project also demonstrated that the structures needed to run and maintain the system e.g. training operators, could be self-sustaining with little external assistance.

Ranidhara now serves as a model for the other 25,000 remote Indian villages where it is not feasible to extend the power grid. The Chattisgarh State Planning Commission has announced that it will be considering the model produced by the project in its plans to electrify 1700 villages in the next five years. The project leveraged co-financing from the Indian Ministry of New and Renewable Energy and has played a significant role in increasing the Ministry's confidence in bio-fuel-based energy systems. This option is now discussed much more frequently in documents and statements issued by the ministry.



Machinery used to convert Jatropha oil into energy

Russia – Building Capacity for Effective Implementation of the Kyoto Protocol in the Kuznetsk Coal Basin



Mine in the town of Leninsk-Kuznetsky, Kemerova Region (Siberia)

This project, completed in December 2007, was run by the British Embassy in Moscow and the International Coal and Methane Research Centre. The objective was to increase Russia's capacity to take advantage of Kyoto Protocol mechanisms, to reduce its Green House Gas (GHG) emissions.

The project took place in the world's most productive coal basin – Russia's Kuznetsk Coal Basin (Kuzbass), producing over 56% of the country's bituminous coal. Intensive coal mining in the region is accompanied by nearly 0.7 billion cubic meters of atmospheric methane emissions. Methane is a significantly more powerful greenhouse gas than carbon dioxide.

The project aimed to provide greater awareness and knowledge of GHG reduction opportunities in the coal mining, power generation and chemical industries of Kuzbass. In particular the project promoted opportunities for Joint Implementation (JI) projects – where countries with binding GHG commitments, such as the UK, can invest in greenhouse gas reductions outside the UK, and then apply the credit for those reductions towards their commitment goal.

The project worked closely with the Siberian Coal Energy Company (SUEK), which is the major coal group in Russia and a top ten global coal producer. The project demonstrated the benefits of technologies which use the methane produced in the coal mining process, rather than allowing it to be emitted into the atmosphere. As a direct result of the project, SUEK has purchased and installed a gas co-generating plant; this produces heat and electricity from coal mine methane (CMM) previously vented into the atmosphere. SUEK will now embark on a much larger programme of CMM co-generation which, when implemented should reduce its GHG emissions by 20 million tonnes CO₂ equivalent over a 5-year period. The project also built capacity amongst businesses in the region for further development of JI project proposals, and has helped to gain interest amongst Russian business, the regional government and potential UK investors.

China – Enhancing Energy Data Quality and Transparency

This project was run by the British Embassy in Beijing with the International Energy Agency (IEA) from March 2007 to May 2008. The purpose was to improve the quality of energy statistics in China, train Chinese statisticians and improve energy efficiency indicators.

The objective of the project was to create a much better knowledge of the energy situation in China. It is predicted that China will account for one-third of the rise in primary energy demand by 2030 – much of which will come from coal-fired electricity. Enhancing the quality and transparency of data on Chinese energy use is an important input for climate and energy security policy in China and globally. China has ambitious energy efficiency targets. With improved understanding of energy use and energy efficiency, the Chinese Government can make better-informed choices on how to meet these targets.

This project improved the collection and reporting of energy data in China. It trained statisticians to prepare detailed and internationally-recognised energy statistics. It also placed special emphasis on the basic statistics needed to create the efficiency indicators to assess and monitor the energy efficiency performance of the country's provincial and local governments. This has created better and more reliable energy statistics, which have in turn been used by the Chinese government to inform its policy on energy efficiency and by many others to argue the need for more ambitious action on climate change.

One example of the use of the statistics was a report published by former President Jiang Zeming called "Reflections on Energy". This argued that energy conservation should be China's top priority. The paper urges stronger international co-operation, including an international dialogue on energy and environmental policy. It was discussed by the newly formed National Energy Commission. Four of the articles in the paper are based on IEA data and projections which were developed through this project. The report also cites six times the historical and projected international comparisons of energy use and CO₂ emissions from the IEA's World Energy Outlook 2007, another project funded by GOF CCE in China.

Brazil – Local Renewable Energy Model Communities

This project was implemented by the embassy in Brasilia with the International Council for Local Environmental Initiatives (ICLEI) from July 2005 to June 2007.

The project aimed to improve energy sector governance in five cities in Brazil. It established the International Renewables Model Communities Network in Brazil, as a benchmark for state governments in the formulation and implementation of energy policies. It supported the CCE Programme strategy objective to create policy frameworks to enable increased public sector investments in low carbon technologies. As a result of the project, the authorities in Betim have been able to integrate renewable energy sources into their municipal energy strategy.

The project was then scaled up to include two further cities Belo Horizonte and Porto Alegre. Practical actions which resulted from the project in the three model cities included Betim creating and implementing a law that requires all new buildings to be fitted with solar energy equipment, and an agreement between the City of Betim and a major transportation company to run all public buses on biodiesel.

With funding from the government and the Brazilian Electricity Company, the project launched a Competence Centre for Renewable Energy, to disseminate knowledge and training to increase the use of renewables in other cities. Many other districts are looking to replicate these measures.



Solar panels in low income houses in Betim

Counter Terrorism and Radicalisation



(© Getty Images)

Introduction

Terrorism remains at the top of the international agenda. Countering it is therefore a key priority for the FCO. Despite notable successes, the threat from international terrorism and violent extremism persists. Our Countering Terrorism and Radicalisation Programme focuses on building capacity to help countries fight terrorism, which threatens Britain or British interests. It underpins the FCO's contribution to the delivery of the Government's comprehensive counter terrorism strategy.

The Countering Terrorism and Radicalisation Programme was created during 2007-8 following the merger of the former GOF Counter Terrorism Programme and GOF Engaging with the Islamic World Programme.

The programme has 4 objectives:

- **Prevent** terrorism by tackling the factors which lead to radicalisation and recruitment;
- **Pursue** terrorists and those who sponsor them;
- **Protect** British people and British interests against terrorist attacks;
- **Prepare** for the consequences of terrorist attack so as to minimise its impact.

Under Prevent and Pursue, we reduce the threat. Under Protect and Prepare, we reduce our vulnerability. By reducing the threat and the vulnerability, we reduce risk.

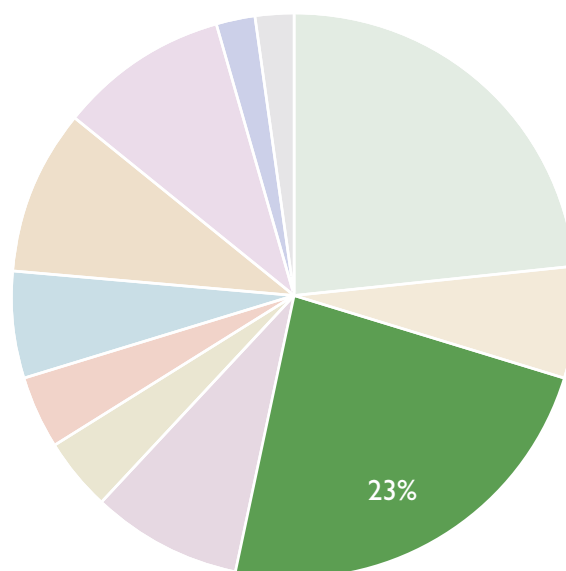
A core focus for the programme is to increase our understanding of and engagement with countries and communities at risk from terrorism which affects Britain or British interests and work with them to promote peaceful, political, economic and social reform, in order to reduce extremism.

We also work to counter the ideological and theological underpinnings of the terrorist narrative and support voices of moderation, in order to prevent radicalisation, particularly among the young,

Funding

In 2007-8, the Countering Terrorism and Radicalisation Programme spent £16.3million.

Counter Terrorism and Radicalisation
as a percentage of SPF spend



Geographical Priorities

Our work is currently focussed primarily in four regions: the Middle East and North Africa, East and Horn of Africa, South East Asia and South Asia.

Algeria: Prison Reform Project (Phase One)



Algerian Project Team visits Newbold Revel (Prison Service Training College) in UK

Prison reform is a key factor in the Algerian-British judicial co-operation programme drawn up following the visit of a Ministry of Justice Algerian delegation (including the Algerian Director General of Prison Administration) to the UK in February 2006, and the element on which the Algerian Government is most engaged. The aim of the project was to assist the Government of Algeria to start the process of bringing their prisons up to international standards by 2009.

Over the last ten years, the number of people in prison in Algeria has considerably increased leading to a high rate of overcrowding. Following contacts established by the British Embassy between the Algerian Prison Administration and the International Centre for Prison Studies (ICPS) in London, the Government of Algeria has indicated its wish to bring the conditions of its prisons up to international standards and to collaborate with ICPS in achieving this objective.

Based on the ICPS handbook '*A Human Rights Approach to Prison Management*' funded by the FCO, the project aimed to develop a prison management strategy, a manual for prison governors and to establish long-term links between the ICPS and the Algerian Prison Administration. It also aimed to

involve appropriate local Non-Governmental Organisations (NGOs) to help develop the strategy at appropriate points.

Phase one of the Prison Reform project was implemented in Algeria between June 2007 and March 2008 and contributed heavily to an improved working relationship between the Government of Algeria and the British Embassy in Algiers. This has created an atmosphere of trust and co-operation between UK partners, the Embassy and the Algerian interlocutors in the judicial field. It has also paved the way for the current two-year 'Capacity-building' Phase two project that has been running since June 2008.

Throughout Phase one of the project, there has been clear concrete improvement in the management of Algerian prisons as the Algerian prison administration has already started to implement the lessons learnt and recommendations advised by ICPS. For instance, a manual focusing on strategic planning and gap analysis was developed and used during the workshop with senior staff and prisons directors. This is a tool that the Algerian project team is currently using (in Phase 2 of the project) in order to identify the gaps of the four pilot prisons and propose solutions. The project has been mentioned a number of times by the Algerian Government along with their other judicial work on the Ministry of Justice official website, and there has been other good media coverage through the use of a press conference and positive newspaper articles.

Following Algerian President Bouteflika's visit to London in July 2006 and the signature of four judicial agreements between Algeria and the UK; this project has helped mutual understanding of the prison administration and built stronger ties between the two countries in judicial co-operation. In the longer term, this project should help with the improvement of the living conditions of prisoners and lower the risk of radicalisation and Islamist extremism within prisons.

Pakistan: Youth Parliament

This project aimed to provide young Pakistanis with a positive experience of democratic politics and debate in order to reduce the influence of extremist messaging.

Pakistan's first-ever Youth Parliament was set up to give young people in Pakistan a practical taste of democracy and politics and allow participants the chance to peacefully express and debate opposing views on sensitive issues such as human rights, terrorism, extremism, and democracy. The Parliament is modelled after Pakistan's main parliament, with members of the Youth Parliament serving 1 year terms.

Debates in the Youth Parliament have been lively, sometimes heated and critical but with lots of idealism and sharp analysis. As a consequence the Parliament has attracted widespread media coverage and political attention. Major TV networks, including Pakistan Television (PTV), CNBC and Aaj TV ran special programmes and talk shows about the Parliament on their networks. Senior political figures, including the Prime Minister of Pakistan, Chairman of the Senate, the Chief Justice and other Federal Ministers have addressed the Parliament – an indicator of its high profile within Pakistan.

Those directly participating as youth MPs have learnt the importance of tolerating opposing views and to understand the constraints faced by politicians. Within their communities they have promoted democracy and debate as the right way to resolve issues. The high quality media attention which the Parliament attracted has provided a significant platform for promoting democracy as an alternative to radicalisation and extremist messaging.

Regional: Projecting British Islam

This project aimed to challenge misconceptions in the Islamic world about the reality of life for Muslims in the UK and the role of British Muslims in UK society in order to undermine the extremist narrative that the UK and the West are engaged in a 'war' with Islam.

In the wider Islamic world, often little is known or understood about the integral role of British Muslims in UK society. This long term project has organised delegations of British Muslims to travel to the Muslim world. A broad cross-section of delegates are invited, including those involved in business, community work, education and civil society. They are often young people and women. The delegates are free to express their own opinions and may not always agree with HMG policy during the visits but are valued as being British, Muslim and citizens of the UK.



*'Delegates meeting ISAF troops in Afghanistan'
(ISAF – International Security Assistance Force)*

In 2007/08, delegations travelled to Sudan, Iran, Libya, Indonesia, Bangladesh and Afghanistan. Each visit had tailored objectives to reflect the issues and challenges particular to the country concerned. During visits delegates have very publicly challenged the extremist narrative. The British Muslim delegation to Afghanistan made strong public statements in support of British troops in Afghanistan. In Bangladesh, the delegation held discussions on issues of identity, Islamophobia and extremism with university students and educational leaders. The visits are media focused with delegates giving speeches and interviews, writing articles and recording video diaries.

The visits have generated widespread media coverage overseas of the positive role British Muslims play in UK society. The work of the delegation to Afghanistan was reported in daily news bulletins on the BBC World service and received good local coverage in all of the main daily press outlets as well as in other Pashto language media.

The visits have also lead to the development of stronger networks between British Muslims and communities overseas to counter extremism. For example, the World Islamic Call Society has invited trainee British imams to Libya to study vocational skills and Arabic and plans to engage in more events in the UK.

The Live8 fundraising concert for Darfur, held in London in October 2007, was precipitated by the Projecting British Islam delegation visit to Sudan earlier that year.

Regional: Charity Commission – Strengthening NGO Regulation

The purpose of this project was to build effective regulation of voluntary organisations in Counter Terrorism priority countries in order to help reduce the sector's vulnerability to misuse by extremists.

This multi-year project works with authorities and national regulators across the Programme's priority regions to help develop robust mechanisms to prevent the use of NGOs and other voluntary bodies as illicit channels of funding for terrorism and radicalisation. The project is delivered by the UK Charity Commission which is an internationally recognised leader on voluntary sector policy and regulation.

During 2007-08, the programme worked in 12 countries delivering training, advice and technical expertise. For example, in Pakistan the project created a national database which holds the details of 50,000 NGOs operating in Pakistan. In other countries, work with local authorities has helped to put in place improved regulation of the voluntary sector. This has not only helped to reduce the risk that the sector will be used to channel illicit funding, but has given legitimate organisations a sounder legal and regulatory footing on which to work. Often such bodies are engaged in work which has a positive impact on the factors which drive radicalisation.

So far, there have been a number of positive outcomes. In Pakistan there has been a significant increase in NGO regulatory compliance, including bodies which previously had no involvement with the regulators. In Bangladesh the project has enhanced the ability of the authorities to spot and take action against suspicious transactions. While in Saudi Arabia a new specialist regulatory body for charities and NGOs has been established.

Bangladesh: 'Khola Mon' – Thought for the Week



Popular youth singers Tahsan and his wife Mithila appear on the radio programme 'Khola Mon'

This project aimed to provide a successful mass communication platform for well-known and influential mainstream individuals to articulate the case for a progressive, tolerant, and democratic society in Bangladesh.

The project created a series of regular programme slots called 'Khola Mon' (*a Bengali word meaning 'open mind'*) on the radio. The programmes provide a platform for popular Bangladeshi opinion formers to express mainstream views about topical themes or questions on air. Listeners interact with the programme by phoning in, emailing and sending SMS texts.

The first phase of the project broadcast 24 shows in a popular afternoon slot, each featuring famous and entertaining personalities. Radio was chosen as the media platform for the project because of its popularity in Bangladesh. It is cheaper and more varied than television and more immediately accessible than newspapers. The first phase generated baseline data to establish listenership ratings and the level of listeners' interaction with the show

The second phase of the project showed that a one-hour (or more) show of short opinion bites, combined with entertainment and interactive elements to stimulate on-air debate with the public is an effective tool for communicating directly with a mass audience; particularly when aimed at the youth market.

Overall, 'Khola Mon' has been Radio Today FM's most successful ever talk show and has generated the station's highest ever level of interactive feedback. The programme was popular enough for the radio station to continue making and broadcasting the programme after the project was completed.

As a result of the funding it has been possible to create a self-sustaining and popular platform for mainstream opinion formers in Bangladesh which through reaching and engaging with key audiences undermines the extremist narrative. It has also led to a mass audience receiving thoughts of well-known and respected figures on issues connected with drivers of radicalisation in Bangladesh while generating discussion and debate of mainstream Muslim narrative, including through interactive audience participation in each programme. Crucially, the format of the show has now been established for continuation of the series beyond the life of the project.

Drugs and Crime



A seizure of pure cocaine in Colombia marked with the Union Jack, destined for the UK

Introduction

The overall objective of the Drugs and Crime Programme (DCP) was to contribute to HMG's domestic objective to complement our UK operational partners' activities overseas, of reducing harm to the UK from drugs and international crime by increasing capacity of local partners, and providing niche training.

The nature of crime affecting the UK today takes little account of borders. From trafficking in Class A drugs and organised immigration crime, money laundering or tobacco smuggling, to sex offences against children, all have a foreign dimension. The DCP was the main source of funding for practical UK engagement to increase capacity and skills of key international partners in tackling drug trafficking, organised crime, and money laundering.

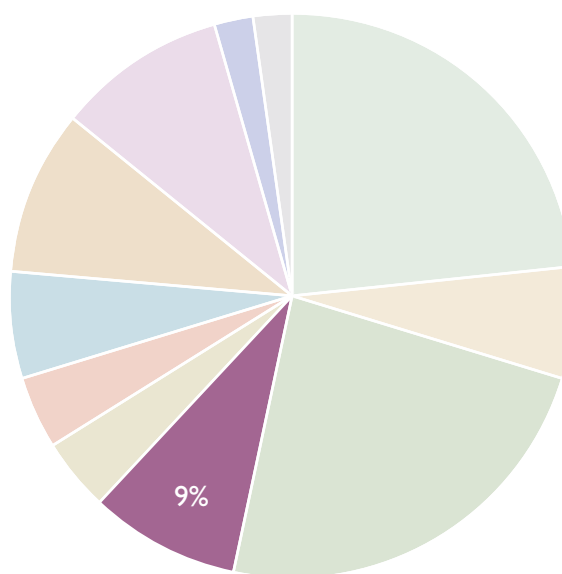
The programme had 3 main objectives:

- Improving Professional Standards
- Improving legislative capacity
- Access to and exchange of information.

Funding

In financial year 2007/08 the DCP funded a wide range of capacity building projects with key partners, to the value of £5.9million. Through DCP funding we engaged in 82 projects across 37 countries.

Drugs and Crime as a percentage of SPF spend



Geographical Priorities

The work of the DCP focussed on the following priority regions:

- Balkans
- Caribbean
- Latin America
- South Asia
- South East Asia
- West Africa.

Eastern Caribbean – UK Security Advisory Team (UKSAT)

The Eastern Caribbean is a high priority area for drugs trafficking as it is a major transit area for cocaine destined for the UK and Europe.

With funding from the DCP, UKSAT was established to enhance law enforcement capacity in Regional Security System nations, UK Caribbean Overseas Territories and other Caribbean states, through training, advice and mentoring.



13 bales of cocaine

UKSAT has had many successes, most notably with a seizure of 250kg of cocaine in St Vincent. Supply routes have been disrupted and the flow of drugs trafficking, particularly from Jamaica, has been reduced. ‘Drug mules’ arriving in the UK has been substantially reduced in number thus easing pressure and costs on the UK prison system

216 kg of cocaine found in a professional concealment on board the yacht “Gin” in Gibraltar. Gin had left St Lucia and had been tracked to Spain following information using beaconing provided by UKSAT.

“It’s a long, hard struggle but we know we’re making a difference. Every kilo of drugs interdicted; every dollar seized; every bit of legislation implemented; every corrupt official brought to justice; every law enforcement agency strengthened through training and mentoring; every snippet of intelligence produced and acted upon; and every organised criminal arrested and prosecuted reduces the harm to the UK from drugs and crime. That’s surely worth the effort and is a battle we should continue to fight.”

Karl Burrows, Resident British Commissioner, Castries

Nigeria – Detection Scanner project

False documents have wide-ranging utility for criminal groups operating in the UK, ranging from benefit fraud to support for terrorist operations. False documents allow criminals to open bank accounts and apply for other legitimate documents in support of their false identity. A forged passport can fetch up to £10,000 on the black market in the UK according to Serious Organised Crime Agency (SOCA) estimates. The Department for Work and Pensions estimates that documents seized in 2005 alone could be used to commit up to £90 million of benefit fraud.

The DCP funded a project that aimed to improve the capacity of the Nigerian Economic and Financial Crimes Commission to intercept and prevent fraudulent documents leaving Nigeria and identify trends in packages they intercept.

The project included the training of Nigerian Authorities at Lagos airport as well as the provision of a specialist x-ray scanner that was able to detect fraudulent documents in mail leaving Lagos airport.

The scanner was installed in October 2007 and within the first 3 weeks of use, the potential harm to the UK that the use of the scanner had prevented is estimated to be £1.7m.

Brazil – Tackling West African Organised Crime Groups – a key link in the trafficking chain between Brazil and Europe.

The project set out with two main objectives:

- To improve Brazilian Federal Police capability in dismantling and disrupting the West African Organised Crime Groups (OCGs) trafficking cocaine through Brazil and;
- To produce intelligence that fills the gap identified in the Drugs and Crime Action Plan on trafficking activity displaced into Brazil and, can be used worldwide to counter the criminal methods, including money laundering practices, used by West African OCGs.

The Federal Police dedicated three agents to work on the project. The project has been responsible for closing down the activities of one West African OCG, forcing another to move its centre of activities to Argentina and causing considerable damage to a third; with more time the third and most significant group would have been dismantled as well.

It is estimated that a total of over 500 kg of cocaine and over US\$50,000 were seized or disrupted from leaving Brazil for Europe during the project.

As a result of the project, investigations into West African OCGs have commenced in the UK, Holland and South Africa.

Serbia/Croatia – Improving border co-operation between Serbia and Croatia

This project was designed to improve Croatian and Serbia cross-borders co-operation and enhance the capacity of the border police capacity to tackle illegal immigration, human and other trafficking.

The Croatia-Serbia border is a busy one and a key stage on the Balkan transit route for drugs, human and other trafficking, many of which can be destined for the UK. This project built

capacity on both sides of the border, firstly by providing much-needed equipment such as patrol vehicles, thermo-vision cameras, and heartbeat monitors.

Secondly, and most importantly, it facilitated a more joined-up approach between the Croatian and Serbian police forces, including shared training and exercises. Through this increased co-operation, seen in joint patrols and regular exchanges of intelligence, the border has become far better managed. Drugs seizures have increased, particularly of heroin. This model of best practice is also now being rolled out onto other borders in the region.



Border police inspect a patrol vehicle provided by the Drugs and Crime Programme fund

United Arab Emirates – Capacity Building for UAE Police and Customs

The purpose of the project was to build upon the clear political commitment by the United Arab Emirates at the highest level, to co-operate with the UK in the fight against serious crime by:

- Enhancing operational co-operation with UK law enforcement agencies through the provision of up-skilling and technical assistance, in order to enable UAE law enforcement officers to undertake complex investigations working efficiently and effectively in co-operation with UK agencies.
- Using this close co-operation to exchange evidential information with the UAE allowing the prosecution of criminal cases in the UK – with a direct result in terms of reduced harm to the UK.

Our wide ranging law enforcement capability building projects in the United Arab Emirates have resulted in some highly significant law enforcement capability development over the past year.

On customs and fiscal crime work, the extensive training provided via a UK Law Enforcement Training Co-ordinator has led to the restructuring and modernisation of the Dubai Customs Service's Intelligence and Investigation Departments. UK freight and passenger profiling methods and criminal investigation training procedures have now been adopted by Dubai Customs as a model for their own future operational development programme. The Director General of Dubai Customs has recently granted permission for the Dubai ports shipment data to be shared with the UK, with the dual purpose of assisting the UK in identifying suspect shipments from the UAE and also as an aid to the development of Dubai Customs' own risk profiling methods.

Economic Reform



British Sterling notes held against a backdrop of the bank of England (© Carl de Souza Getty Images)

Introduction

The Economic Reform programme worked in ten priority countries to achieve:

- Openness to trade and investment;
- Improved levels of economic governance;
- Reduced risk of financial and macroeconomic instability;
- Improved environment for foreign and domestic investment.

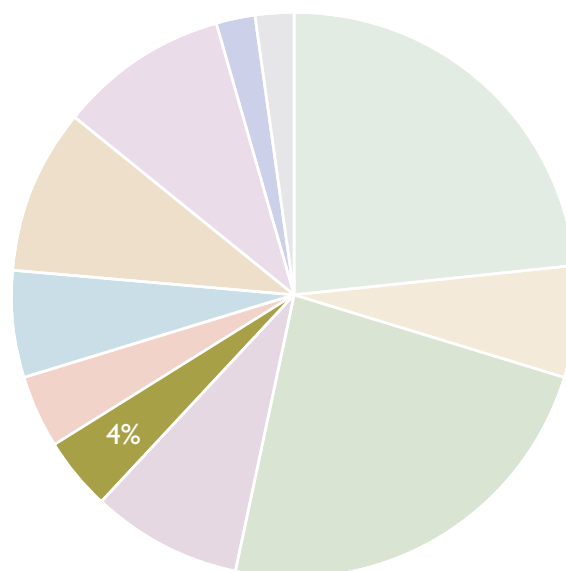
Specifically, the programme supported projects in the following areas:

- The development of pro-growth fiscal frameworks
- Promoting labour market de-regulation and compliance with international labour market standards
- Promoting financial liberalisation to foster stable, pro-growth financial sectors
- Promoting International standards on anti-corruption and transparency
- Improving international Corporate Social Responsibility
- Supporting a pro-development outcome in the Doha Development Round of trade talks
- Simplifying the business environment by improving market regulation.

Funding

The Economic Reform programme spent £2.9m in 2007-08.

Economic Reform
as a percentage of SPF spend



Geographical Priorities

The countries eligible to bid under the Economic Reform programme are: Argentina, Brazil, China, India, Indonesia, Mexico, Nigeria, Philippines, Russia and South Africa.

Philippines – Anti-corruption and transparency

From 2006 to 2008, the British Embassy in Manila ran a project with Iloilo Caucus of Development NGOs, Inc (ICODE) to give civil society the tools to promote transparency and accountability in local government spending.

A common problem in a developing country like the Philippines is the systemic corruption that drains national and local resources and raises the cost of doing business. When this project began the Philippines was ranked 116 out of 146 countries on the Transparency International Corruption Index. The estimated effect of this is that around 40% of the development resources were lost in inefficiency and corruption.



The monitoring group inspecting a newly constructed road

This project targeted corruption and irregularities at the local level where the impact is directly felt by the local population. In the Philippines local infrastructure projects are

susceptible to corrupt practises resulting in sub-standard developments or in some cases total failure to deliver projects for the local communities. If better standards could be introduced, this should lead to better use of public money, better delivery of public services, increased budget allocation to pro-growth investments, and increased trust by taxpayers and investors resulting in higher revenue collection.

This project trained civil society groups to participate in the monitoring and evaluation process of local government infrastructure projects. The groups investigated local official's reports, looking at planning, decision-making, procurement, implementation and monitoring.

As a result of this project, irregularities and constraints in project implementation were uncovered and immediately reported to mayors and governors. In response, local officials have now been mandated to improve their systems, regulations have been passed to institutionalise more transparent systems and funding has been sought for a number of incomplete infrastructure projects. The civil society groups are being encouraged by the governor and mayors to continue this work. The World Bank has recognised the project as an example of good practice through its Social Accountability Forum.

Russia – Fostering stable, pro-growth financial sectors

From April to September 2007, the embassy in Moscow ran a project with the Russian North West Banking Association (NWBA) to develop the first Mortgage Brokers Certification Scheme, to drive improvements in the quality of lending practices.

The project was designed to support the development of the Russian mortgage market. As the sub-prime crisis in the US has demonstrated, irresponsible mortgage lending can provoke serious financial problems across the economy. In Russia, where the banking system is relatively underdeveloped, it is important that the mortgage market – a growing component of the banking sector overall – develops along good principles.

The NWBA provided training in mortgage lending to a range of credit brokers. Those who reached a certain standard received certification – a useful sign of quality to consumers choosing between different providers. The scheme proved very successful, and the NWBA has now continued to run the training courses independently of SPF funding. As a result banks in the region report that the quality of mortgage lending in North West Russia has improved. The NWBA will now independently roll out the Mortgage Brokers Certification Scheme in other regions of Russia.

Argentina – Development of pro-growth fiscal frameworks

Since April 2006 the British Embassy in Buenos Aires has been running a project with CIPPEG (Centre for the Implementation of Public Policies for Equity and Growth) to support a political initiative to increase spending on education, allocate those funds in a transparent and efficient way and to build capacity in the key institutions responsible for the distribution of resources on education.

The Argentine Senate passed the Education Finance Act in 2005 to increase investment in education from 4% to 6% of GDP over 5 years. This would be an important step towards achieving a better ‘pro-growth’ use of public expenditure. To attain this target, the legislation required increased contributions from the national and twenty-four provincial budgetary authorities, which would be challenging given the broad split of roles and responsibilities.

The project resulted from a request from the Education Ministry to advise on and monitor spending, and to increase the capacity of non-governmental organisations to review the process. The project created an Educational Financing Barometer to provide objective information on the situation in each province, which has helped when there have been disputes between the government and the unions over salary negotiations. Teacher’s salaries account for 90% of the education budget in the provinces.

The project has played an important role in providing independent information on spending, including better information on provincial level expenditure and making this available to the federal government and across the provinces. The project has also monitored spending to ensure that the public resources were being properly distributed. As a result, government spending is on track to meet the requirements of the legislation. The project has also helped secure a fairer distribution of resources.

Spending on education has increased from approx. US\$8,500 million to approx. US\$ 10,660 million (4.5% GDP in 2005 to 5% GDP in 2006).

Brazil – reducing barriers to doing business

In 2007-08 the British Embassy in Brasilia facilitated Phase One of a multi-year project between the Confederation of British Industry (CBI) and its Brazilian equivalent, the National Confederation of Industry (CNI), aimed at reducing barriers to doing business in Brazil.

Brazil is a key emerging economy but the World Bank ranked the country only 122nd in its 2008 ‘*Doing Business*’ report, well behind other similar emerging economies. The complexities of doing business in Brazil makes it difficult to attract domestic and international investment, which is a constraint to achieving high and sustained levels of economic growth.

The project identified a number of key constraints to doing business in Brazil – labour legislation, tax reform and customs procedures – and identified ways to tackle these barriers. As a result of the project, the Government’s Tax Reform Bill (submitted to Congress in February 2008) was more ambitious and comprehensive. The Bill made use of solutions identified by the project. The reform resulting from the Bill should rationalise indirect taxation, with the restructuring and simplification of state-level tax on goods and services, and the creation of a national (federal level) value-added tax (VAT).

Such reform will simplify doing business in Brazil, reduce opportunities for tax evasion, and facilitate the formalisation of the economy, all of which will stimulate economic growth. The CBI has welcomed the project as a “*ground-breaking initiative that will have real benefits for the Brazilian economy and for British companies doing business there*”.

Human Rights



Myanmar activists shout slogans as they display a portrait of democracy leader Aung San Suu Kyi

Introduction

The Human Rights Programme's main objective was:

- To promote human rights in particular by contributing to progress on strengthening international HR institutions and instruments, criminal justice, freedom of expression, child rights and abolition of the death penalty.

The SPF HR programme is not the only programme to address Human Rights issues: Engaging with the Islamic Word and Reuniting Europe Programmes also supported HR projects.

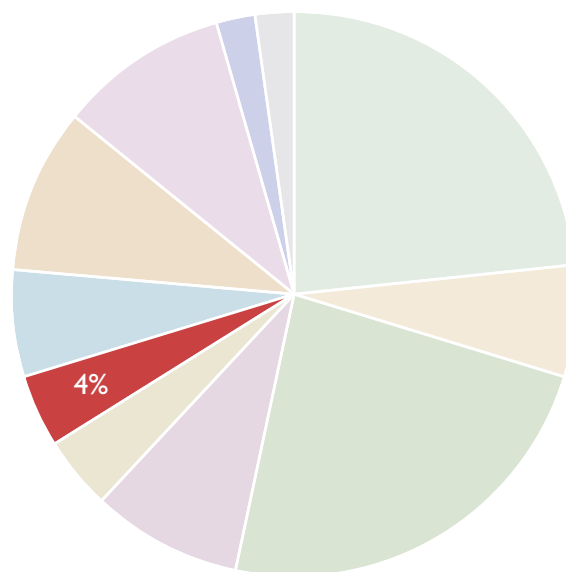
The Human Rights Democracy and Governance Group focuses its project work in six main areas:

- strengthening international HR institutions and instruments;
- criminal justice;
- child rights;
- the abolition of the death penalty;
- freedom of expression;
- stakeholder engagement.

Funding

In 2007-08, the programme funded projects to a value of £2.9m and supported projects in six main thematic areas of work: strengthening international HR institutions and instruments, criminal justice, freedom of expression, child rights, abolition of the death penalty, and stakeholder engagement.

Human Rights as a percentage of SPF spend



Geographical Priorities

Freedom of Expression: Azerbaijan, Cambodia, Cameroon, China, Colombia, Cuba, DR Congo, Ethiopia, Indonesia, Kazakhstan, Malaysia, Mexico, Nepal, Nigeria, Philippines, Russia, Turkey, Ukraine, Venezuela and Vietnam.

Criminal Justice: Algeria, Argentina, Cameroon, China, Egypt, Jordan, Libya, Mexico, Morocco, Nigeria, Russia, South Africa and Zimbabwe.

Abolition of the Death Penalty: Caribbean Region, China, Kyrgyzstan, Malawi, Nigeria, Papua New Guinea, Russia, Uganda and Vietnam.

Child Rights: Afghanistan, Brazil, Burma, China, Colombia, India, Israel and Occupied Territories, Kenya, Pakistan, Philippines, Sri Lanka and Zimbabwe.

Liaoyuan Detention Centre Monitoring Project, China

In 2007/08, the SPF Human Rights Programme funded a pilot project to bring independent monitors into a police detention centre for the first time in China. 20 members of the local people's congress (the equivalent of a local parliament) and the people's political consultative conference (the local second parliamentary chamber) made 11 visits to the centre over a period of three months between March and May 2008. They identified areas for improvement in terms of medical provision, sanitation and centre management. They also identified some instances of mistreatment outside of the detention centre.

Local authorities have taken some remedial actions as a result. The presence of visitors acts as a deterrent. National level Party and government bodies are interested in this pilot. EU funding is confirmed for complementary project work in related areas. The SPF Human Rights and Democracy Programme Board approved a three-year project in June 2008 to further the pilot in three areas, including the original one. Developing this pilot into a national mechanism would help China towards considering ratification of and compliance with the Optional Protocol to the UN Convention against Torture (OPCAT).

Combating torture: Brazil

In 2006, Brazil ratified the UN Protocol on Torture. This three-year programme aimed to help Brazil to implement a range of measures established under OPCAT and improve the training capacity of the judiciary, police and prison staff to identify and report cases of torture. The project contributed to the creation of a National Plan to Combat Torture, raised awareness within Brazilian society about torture and provided access for government and civil society representatives to a variety of information and reference resources, including a specially prepared manual produced jointly by Essex University and the FCO on combating torture for judges and prosecutors.

The Brazilian National Secretariat of Human Rights has started to implement further training in seven states. A course on the prevention of torture has been introduced to the National Association of Judges.

Highland Birth Registration and Citizen Project

The aim of this project was to promote birth registration and citizenship among highland minorities of three provinces in Thailand by producing and distributing effective and relevant information. Previously no baseline data was available on highland hill tribe registration and UNESCO identified a need for the government officials to be more aware of how this minority was being treated.

The project carried out a survey of over 60,000 people, identified the main barriers for hill tribe communities to access birth registration and citizenship and then addressed these issues by a multimedia approach which included radio broadcasts, printed material and CDs distributed to a wide range of civil society organisations. A guideline manual on “Birth Registration” was developed and delivered to officials, community leaders and NGOs.

Following amendments to the Thai Nationality Act and Civil Registration Act, a further project has now been developed to build on the first project to work on the legal situation of ethnic minorities in other provinces.

Migration



(© Ryan Mcvay Getty Images)

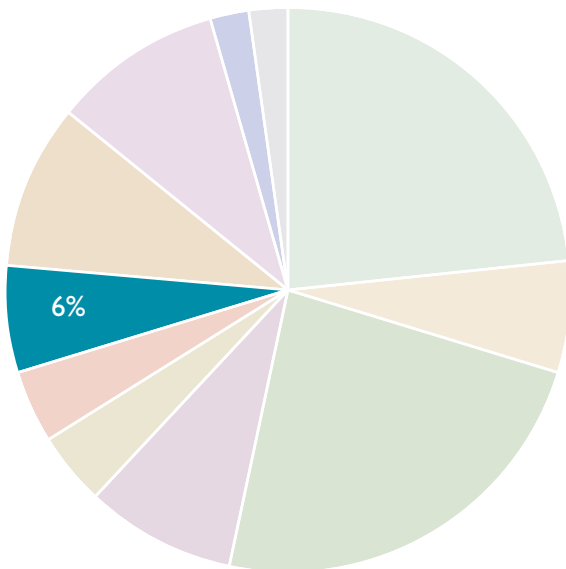
Introduction

Migration is a priority for the FCO, as it is for the UK Government as a whole. The FCO works very closely with the UK Border Agency (UKBA), and other government departments on migration issues.

Funding

In 2007-8 the Migration Fund spent £4.3m.

Migration
as a percentage of SPF spend



Geographical Priorities

Its geographical focus was:

- Afghanistan, China, Horn of Africa, India, Iran, Iraq, Jamaica, Nigeria, Pakistan, Sri Lanka, Turkey, Vietnam, Zimbabwe.

The Migration Fund in Turkey

In 2005, Turkey produced a National Action Plan on Asylum and Migration, including a roadmap designed to ensure Turkey could meet the EU Acquis on migration. Goals included improving border management, creating efficient technological systems and communications, reforming the structure of enforcement, increasing removals and aligning visa policy. Delivered by the International Organisation for Migration in Turkey, *Technical Cooperation in Migration* was designed to help realise these goals. It raised awareness of the challenges ahead throughout the range of institutions concerned, both centrally and regionally; it delivered capacity building and training; and it pooled feedback from the sessions to be fed into central policy making.

Six seminars on different aspects of managing migration were conducted: Entry and Admission; Stay and Residence; Expulsion, Readmission and Voluntary Return; Irregular Migration and Human Trafficking; Data Management and Migration Statistics; and EU Alignment Strategies. Before each seminar, a gap analysis on the topic was completed by Turkish academics- this enabled participants to better understand and focus on the priority areas for change and improvement.

The seminars enabled a variety of government departments to meet and discuss these topics in detail. The result was lively, informed and critical discussion between officials from the Ministry of Interior, the Turkish National Police, Gendarmerie, the Coast Guard, the Ministry of Foreign Affairs, the Undersecretariat of Customs, the Ministry of Health, the Ministry of Labour and Social Security and the Ministry of Justice. More recently, as the seminars have transferred to the regions, more detailed implementation discussions have begun, with results feeding back to central decision-makers. Consistent and active participation has increased buy-in from all institutions in Turkey, which can often otherwise work in silos. The resulting networks have

enabled further discussion to take place outside the scope of the project.

The seminars have also been an opportunity to increase Turkey's international contacts, especially from the EU, thus building trust and generating ideas for further co-operation. Several times presentations have been delivered on UK policy, practice and priorities.

Institutional Capacity Building for Refugee Status Determination and Administrative Capacity Building for Asylum Reception Facilities

Most Refugee Status Determinations (RSDs) in Turkey are currently undertaken by UNHCR, rather than by the Ministry of Interior (MoI). This project, implemented by the UNHCR Turkey office, aimed to strengthen the capacity of the MoI to carry out RSD throughout Turkey, independently of UNHCR and in conformity with international and EU standards. Turkey is also preparing for an EU Twinning project, due to be implemented by the Netherlands and the UK, to build 6 asylum reception centres. This project enhanced administrative capacity for the reception of asylum-seekers, thus paving the way for the EU twinning work.

The project started with 7 scoping sessions in the regions to assess the training needs of the MoI. It collected information on current asylum procedures, identified gaps and raised regional awareness of the asylum goals of Turkey's National Action Plan on Asylum and Migration. These sessions were held in Gaziantep, Kayseri, Van, Izmir, Istanbul, Erzurum and Ankara. This phase was followed by 10 training sessions, tailored to the identified needs of staff in these cities, including topics such as

refugee law, interviewing techniques, drafting RSD assessments, reception conditions and international standards.

The training improved the knowledge and competence of the MoI staff in dealing with questions of eligibility for asylum. The use of Country of Origin Information (COI) in RSD interviews and decisions also increased both in quantity and quality.

The Turkish authorities established a pool of adjudicators to be future COI specialists. This pool is likely to be incorporated into a future central single authority with competency for asylum matters, as part of the Twinning project and they will act as trainers for other staff. The activities of this project therefore form part of Turkey's longer-term strategy for building asylum capacity, in which the UK will continue to play an active role. The Migration Fund therefore made a substantial impact on our objectives in Turkey.

The Migration Fund in Vietnam 2007/08

The British Embassy in Vietnam successfully secured a total of £140,000 from the FCO's Migration Fund during 2007/08. The funds have been put to good use through a series of projects that have contributed to an increasingly strong relationship with Vietnam on migration matters.



Vietnamese colleagues and representatives from EU missions meet at the British Embassy in Hanoi to debate illegal and legal migration from Vietnam

The activities that took place had several different aims: to develop and embed sustainable arrangements for the return of Vietnamese immigration offenders (particularly prisoners); to deter potential illegal migrants from leaving Vietnam; and to increase the capacity of the Vietnamese authorities to tackle migration crime.

The Migration Fund has made a significant impact by covering the costs of the fourth "Impavid", the intensive UKBA operation which re-documents Vietnamese national prisoners en masse. These operations are pivotal in ensuring that challenging public targets set by HMG were met. In addition, activities such as training and study visits to the UK for Vietnamese immigration officers, and visits to Vietnam for UKBA officials, have helped develop relationships and improved Vietnamese capacity to tackle immigration crime. A public information campaign and television documentary targeted in hot-spot provinces has also raised awareness of the risks of illegal migration in Vietnam, and our knowledge of the motivations behind illegal migration from Vietnam to the UK has been greatly increased by research by Portsmouth University. Finally, an EU-Vietnam migration seminar was held bringing together colleagues from several Vietnamese government ministries and representatives of EU missions to debate illegal and legal migration from Vietnam.

The Migration Fund has been an extremely useful tool in improving our relationship with the Vietnamese Government and helping further our migration objectives. Working closely with the Vietnamese on project activities has helped develop and cement key relationships, as well as leading to tangible outcomes (by the end of the financial year the number of Vietnamese illegal migrants returned per month had risen from five to an average of thirty people). Most importantly, the foundations laid through the Migration Fund have provided a strong platform for further, more ambitious projects with the Vietnamese in the future.

Overseas Territories



Children overlooking volcanic ash in Montserrat

Introduction

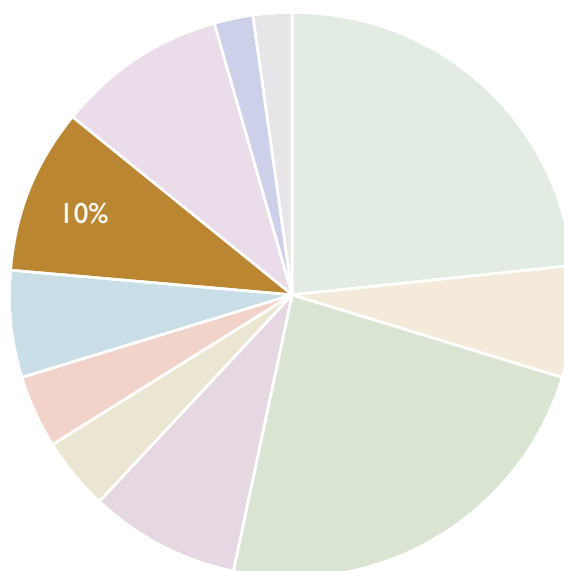
The Overseas Territories Programme Fund's objectives are to:

- Improve the governance of, and promote political and economic transparency in the Territories;
- Ensure the security of the Territories;
- Reduce their vulnerability to natural and non-natural disasters;
- Encourage more diversified economic development;
- Support the Territories in meeting international obligations;
- Support environmental management and the implementation of the Environmental Charters in the Territories;
- Uphold the UK's prominent role in Antarctic/Arctic

Funding

In 2007/08, the Overseas Territories Programme Fund spent £6,602,230.

Overseas Territories
as a percentage of SPF spend



Geographical Priorities

Anguilla, Bermuda, British Antarctic Territory, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Falkland Islands, Montserrat, Pitcairn, St Helena and dependencies, Ascension and Tristan da Cunha, South Georgia and the South Sandwich Islands, Turks and Caicos Islands.

The Programme includes a ring-fenced allocation of £500,000 for the Overseas Territories Environment Programme, a joint DFID/FCO programme, which covers all Overseas Territories, including the Sovereign Base Areas of Cyprus and Gibraltar.

Montserrat – Agricultural diversification

The volcanic crisis in the Overseas Territory of Montserrat has been particularly hard on the island's small farmers. Large tracts of agricultural land are lost to volcanic flows, the farmers having to move to small lots in the north of the island. Even these small lots are not immune to the volcano and its activities. Volcanic ash-fall can and has wiped out numerous crops

The Montserrat's Small Farmer's Association approached the Governor's Office requesting help. The Governor's Office provided advice and assistance for the Small Farmer's Association to prepare a successful project proposal to construct six large greenhouses that would be impervious to ash-fall, allowing healthy crops to be grown.



Farmer growing crops for sale at local market

The funds were provided in 2007/08 and six pre-fabricated Israeli designed and manufactured greenhouses were shipped to Montserrat, where they were erected by local labour. As part of the project, a Caribbean consultant, Alvin Murray, supervised the construction of the greenhouses. He also advised the farmers in crop rotation techniques.

The greenhouses have been a huge success and farmers have produced numerous crops of salads, vegetables and fruit for sale at the local public market, reducing the islands reliance upon imported fruit and vegetable.

British Virgin Islands: Construction of cages for Iguanas, Anegada

The Governor, through the Overseas Territories Programme Fund, provided \$5,000 to the BVI National Parks Trust to construct 28 cages for juvenile iguanas. The Governor, his family, staff and the BVI National Parks Trust used those funds to construct the cages. The cages are used to house wild iguanas captured locally, providing them with a haven away from predators, ensuring their survival to adulthood. The Head-start facility is organised and managed by the BVI National Parks Trust to ensure the survival of the species. The iguanas are released into the wild when they are approximately two years old, as they are big enough to defend themselves from local predators.

To date, over 100 Head-started iguanas have been released into the wild. The National Parks Trust works with international scientists and the local community to ensure the long term conservation of these uniquely BVI reptiles.

Anguilla – Probation Service

Anguilla's recent rapid economic expansion has thrown up many challenges, including in modernising the criminal justice system. The Governor, through the Overseas Territories Programme Fund, has supported the introduction of probation and parole systems. OTPF funds paid for a two-week attachment by Anguilla's Chief Probation Officer to the Welsh Probation Service. Out of this grew a part OTPF funded (40%) project to provide basic skills training to Anguilla's key personnel.

In 2008, two trainers from the Welsh Probation Service delivered a two-week course aimed at providing trainees with basic skills and knowledge for the effective facilitation of a range of offending behaviour programmes run within prison and community settings. Fifteen staff members drawn from the Departments of Probation, Education and Social Development and HM Prison participated.

The trainers, who have run the course for six years but never outside the UK, commented that the first round of syndicate presentations were among the best they had ever seen. All the students passed the course, something which is not always the case according to the trainers.

Reuniting Europe



Minister of Justice talking about the impact of SPF projects in Romania

Introduction

Recognising the positive impact of EU enlargement on Europe as a whole, the Reuniting Europe programme supports partner countries implementing the reforms necessary for EU accession or closer partnership with the EU.

To do this it focuses on the political and economic accession criteria set by the Copenhagen European Council in 1997. These state:

“Membership requires that the candidate country has achieved stability of institutions guaranteeing democracy, the rule of law, human rights and respect for and protection of minorities, the existence of a functioning market economy as well as the capacity to cope with competitive pressure and market forces in the Union”.

EU enlargement has been a major success, helping reunite a continent divided by the Cold War. It continues to be a significant driver for wider reform in the European neighbourhood and thus helps deliver many of the UK's International Strategic Priorities. The challenge now is to extend the benefits of greater stability and growing prosperity, that closer partnership with the EU can bring, deeper into the European neighbourhood.

The Reuniting Europe Programme works to meet this challenge giving tangible shape to UK support for the enlargement process.

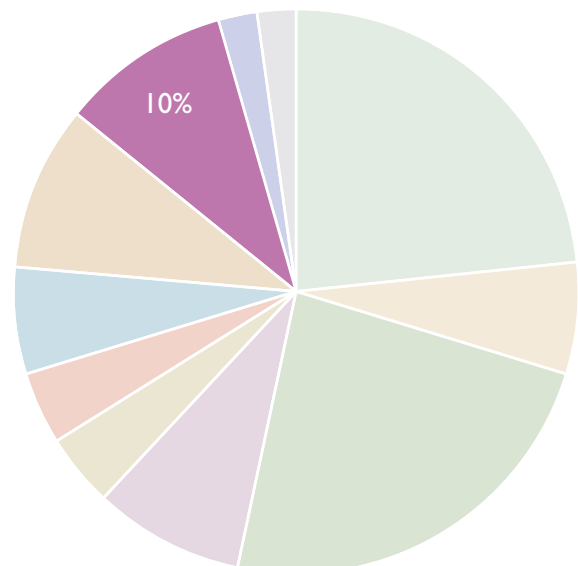
The programme objectives in 2007-08 were to:

- increase political and economic transparency and accountability;
- improve social integration through education and public awareness raising;
- build administrative capacity for EU integration;
- ensure efficient and transparent policies and processes in justice, law enforcement and border management systems including through improved inter-agency co-ordination;
- contribute to the creation of a pro-business environment.

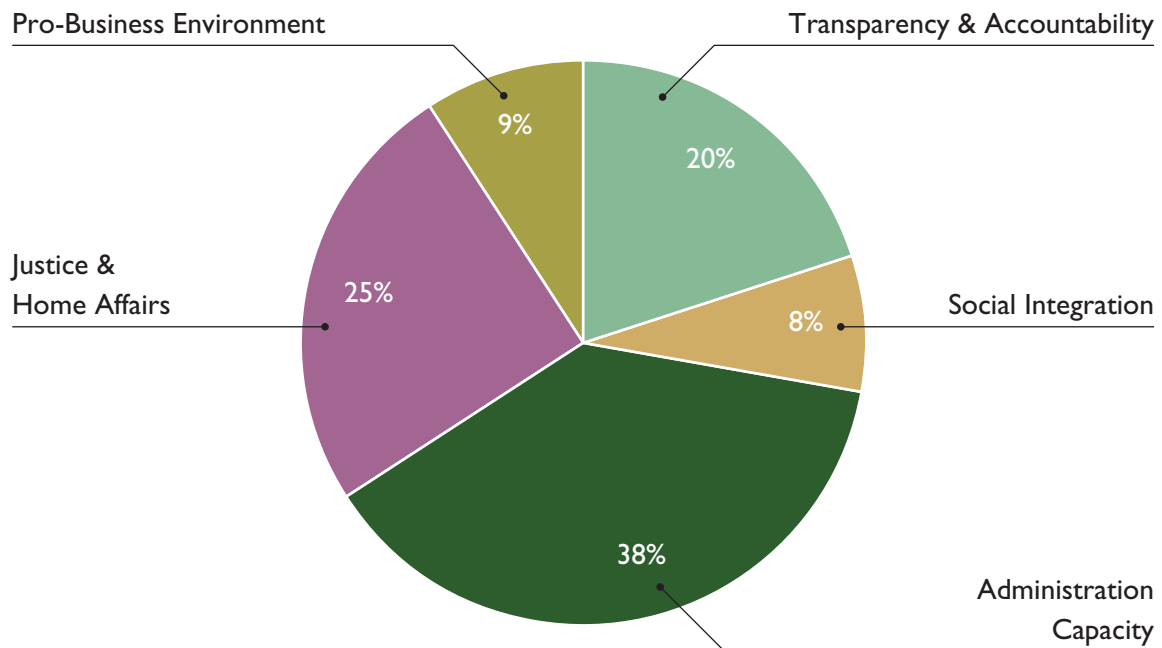
Funding

In 2007-08 the programme spent £6.7 million.

Reuniting Europe
as a percentage of SPF spend



Spend by Programme objective



Geographical Priorities

During 2007-08 the programme worked in the following priority countries:

Romania, Bulgaria, Turkey, Croatia, Macedonia, Serbia, Bosnia and Herzegovina, Montenegro, Kosovo, Ukraine, north Cyprus, Albania, Moldova, Belarus, Georgia, Azerbaijan and Armenia.

Turkey – Pushing forward the economic reform agenda

The British Embassy Ankara, the British Consulate General in Istanbul, the British implementer EPIC, and TEPAV (the Economic Policy Research Foundation of Turkey) joined together to run an ambitious project to build intra agency cooperation on raising awareness of the Lisbon Agenda.

As a key part of the EU Accession process, prospective member states such as Turkey need to strengthen their capacities in line with the “Lisbon Agenda” which promotes economic growth, competitiveness, job creation, and structural and regulatory reform, while ensuring social cohesion and environmental sustainability.

Strengthening economic reform in Turkey is key if the enlargement process is to move forward. Turkish authorities know that they need to avert, or mitigate, the risks of antipathy to or disillusionment with reform; these risks include fewer employment opportunities, or income disparity, which can sometimes accompany economic restructuring.

The UK is a respected leader in the field of economic reform. The project aimed to pass on some of these UK skills both through a train the trainer programme and through practical help with the development of projects. For example a seminar was run explaining how economic reform type projects could be supported through the EU Twinning programme and drawing on best practise from new EU member states like Romania. As a result of this several participants have developed projects for submission to the EU. And over 100 other proposals for projects in line with Lisbon Agenda Policies have also been developed with participants now seeking funding from a variety of sources, including from their own ministries and institutions.

The “Train the Trainer” programme offered seminars and workshops on subjects including SMEs and Innovation and Employment and Education. Key stakeholders working in the field of competitiveness, innovation, employment, SME’s, environment and energy, all issues of real importance to Turkey, took part.

Over the lifetime of the project nearly 1000 people were involved in events representing 57 different organisations from all over Turkey including ministries and both public and private sector organisations. The importance of co-operation in all areas and at all levels was one of the themes of the project.

A dedicated web site www.turkiyelizbongundemi.org (in English and Turkish) as well as a regular bulletin have been set up to maintain the links which have been forged and further the impact of the project.

Romania – Celebrating Five Years of Successful Projects

Once Romania acceded to the EU in 2007 the decision was taken to wind down the GOF programme in the country. In June this year Ambassador Robin Barnett hosted an event to mark the end of the five years of the Strategic Programme Fund – (formally Global Opportunities Fund) – Reuniting Europe programme achievements. Guests of honour were the Justice Minister Catalin Predoiu, and Head of the Supreme Council of Magistracy Lidia Barbulescu; many project implementers and beneficiaries as well as Ambassadors from other donor countries also attended.



Catalin Predoiu, Minister of Justice, Lidia Barbulescu, Superior Council of Magistracy President, HMA Robin Barnett and Mircea Mocanu, Projects Officer

Minister Predoiu expressed his Government's appreciation for SPF's contributions to Romania's reform process, particularly in the fight against corruption and the development of the Probation Service. Three project beneficiaries shared their experiences with participants and Minister Predoiu and Ambassador Barnett handed out certificates of achievement to around 30 local NGOs which had implemented projects.

Project Highlights

Since 2003, SPF has funded more than 35 projects in Romania, worth over £3 million. They have helped Romania reach EU standards in many key areas.

One of our real success stories has been a project to train Romanian journalists to cover minority issues (particularly involving the Roma) in a more positive and balanced manner than has traditionally been the case. The initiative, involving BBC World trainers, has noticeably improved the quality of reporting, and has led to one of the news teams receiving an award for the best documentary on

an ethnic community at a national media festival (<http://www.simfest.com/>).

Other successful projects have included an anti-corruption initiative to establish local Transparency Councils, which independently scrutinise local government budgets – a revolutionary concept in Romania – and a comprehensive training programme on judicial ethics for over 200 magistrates.

Both these projects, along with several others, have helped Romania address the European Commission's post-accession Justice and Home Affairs benchmarks, focused on tackling corruption and judicial reform.

Though funding from the Reuniting Europe programme has now come to an end, the UK will continue to play a role in key areas such as justice reform, fighting corruption and capacity building through its contribution to EU funding for Romania. UK expertise will continue to be utilised in important areas via EU Twinning projects, several of which have been won following the successful conclusion of SPF projects.

“The Global Opportunities Fund has been a great source of support to Romania in key areas, for example, in justice and local administration reform, the fight against corruption, and increasing our capacity to absorb EU funds.” – Minister of Justice Catalin Predoiu:

Exploding the myths of working abroad – Kyiv’s Anti-Trafficking Project

The Reuniting Europe Programme funded a project to combat and prevent human trafficking in Ukraine, by creating a platform for effective co-operation between the Ukrainian state, law enforcement agencies, NGOs, and those at risk, at both national and regional level.

Run by the British Council, the project’s objectives were to highlight the scale and size of the problem; to create a supportive public sector environment for trafficking prevention activities; to tell vulnerable young people the reality of what often really happens to young women offered “a better life” in the west; and to develop and materials alerting potential victims to the dangers and realities of human trafficking.

Ukraine has bordered Europe since Poland became a member of the EU in 2004. It has been relatively easy for criminals to exploit vulnerable young Ukrainian women. They are promised a better life and salary, told they can earn substantially more in the west compared to at home, and support themselves as well as send money to their families in Ukraine. So often the truth is that they will have their passports and documents confiscated, and will be routinely abused, having been, effectively, sold into slavery,

Victims have had little recourse to justice or help; if they return to Ukraine, they prefer not to tell of their traumatic experiences, fearing stigma and legal repercussions. Some go into hiding to avoid being caught again by traffickers. Stiffer penalties for traffickers now exist, but still few are caught.

Evaluations since the project began confirm that the message is getting across. Understanding is increasing. More victims are coming forward: from 39 in 2004 to 127 in 2006. More incidents are being reported, up from 4 in 2004 to 54 in 2006 in Rivne oblast alone.

The project also produced publications, including “Work Abroad: Expectations and Reality”, demand for which was especially high in employment centres, city administrations and educational institutions.

Recommendations on combating trafficking have been passed to the Ministry of Family, Youth and Sports. These contributed to the debate in Ukraine. A new State Anti-Trafficking Programme has been adopted by the government, and the recommendations helped to shape Oblast-level planning. Such has been the success of this project that SPF RE is now funding the rollout of the project to other regions.

Science Collaboration



(© Ryan Mcvay Getty Images)

Introduction

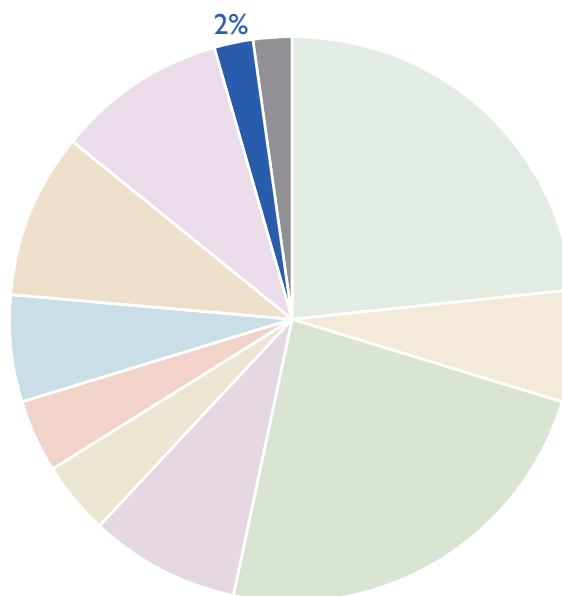
Science, by its nature, is a global endeavour, with international collaboration helping to extend our understanding of the world around us. Science and Innovation drives our economic prosperity and our social development, and provides some of the tools and solutions to help with global challenges such as climate change, energy supplies, food safety, healthcare, security and sustainable development.

Increasingly science is an integral tool of foreign policy, helping inform our decisions, build new partnerships and shape our world. Strong science helps to secure UK influence in international negotiations, to forge bilateral partnerships which cut across geographical and political barriers and to project the UK as a creative, dynamic, and technologically advanced nation.

Funding

In 2007/08 the Programme spent £1.6m.

Science Collaboration as a percentage of SPF spend



Geographical Priorities

China, India, Brazil, Russia, Singapore, South Africa, South Korea, Japan, North America and Europe.

Brazil: UK-Brazil Year of Science & Innovation



Ambassador Peter Collecott and Sir David King visiting Manaus

The *UK-Brazil Year of Science & Innovation* aimed to increase collaboration between Brazil and the UK. It is a direct result of the *Joint Action Plan in Science, Technology and Innovation* signed by both governments in March 2006, and it delivered relevant points in the strategy published by the UK Global Science and Innovation Forum (GSIF). The GSIF strategy included Brazil as an objective in recognition of the country's emerging scientific status, its research excellence in specific sectors of strategic interest (such as bioenergy) and its importance for UK science objectives in specific areas (such as Climate Change).

As a whole, more than 1800 scientists, academics and industry representatives from both countries participated directly in the activities promoted by the Year of Science. Not only did the project raise awareness of the potential for collaboration in several areas of science; but it also led to the signature of 8 agreements between Brazilian and British institutions. The project also generated a successful link between science and industry. Major outcomes include:

- an agreement to conduct a joint space mission on Earth Observation and Deforestation Monitoring (Amazonia 1);
- the establishment of a Brazil laboratory in agricultural science in the UK; and
- agreements facilitating the cross-licensing of existing intellectual property in the two countries.

Following the success of the project, both Governments agreed to a follow-up project ("UK-Brazil: Partners in Science and Innovation") which was announced during Professor John Beddington's visit to Brazil in March 2008 – this was also Professor Beddington's inaugural overseas visit in his position of Chief Scientific Adviser to the UK Government.

India: UK-India Education and research Initiative (UKIERI)

UK-India Education and Research Initiative (UKIERI), to which SPF contributed £300,000 in 2007-08 aims to strengthen institution to institution collaboration and promote stronger links to industry and related communities.

In November 2007, ten UK experts working on climate change were funded through UKIERI grants to come to India for the launch event of the UKIERI and Defra-funded projects and to discuss and work on the selected projects with their Indian partners. Taking this opportunity, the India S&I team organised a breakthrough Indo-UK Climate Change Science Priorities Discussion Forum in late 2007, bringing together all the key institutes and decision-makers in the field.

The objectives of the Forum were to exchange information on current and future research priorities for India and the UK on climate change research; to review current work, identify key issues and consider gaps in current knowledge & capacity and to explore opportunities to further develop collaboration in climate change science. Knowledge gaps (such as monsoon predictability) and respective capability were both mapped and the two sides drafted a 'position paper' outlining the way forward, which is now being taken up at institutional level.

Climate change is amongst the top priorities of the UK government and India sees it as an issue that can be addressed through technology, so joint working between the research organisations in the two countries is the way forward.

Germany – Science Policy Conferences connect Future Leaders

With a £25,300 grant, the Berlin Science & Innovation team leveraged £165,600 from UK and German sources for four international science policy conferences. The themes were identified at a 2005 Berlin workshop and endorsed by the then British Prime Minister and German Chancellor: genetics (Cambridge, August 2006), climate change (Oxford, September 2007), demographic change (Rostock, October 2007) and innovation (Potsdam, December 2007).

Organised by the 21st Century Trust, the conferences aimed to connect young professionals from Germany, the UK and third countries – including the US, Europe and emerging economies. Each conference attracted 30+ participants, chosen from up to 250 applicants. Project partners created an excellent pool of speakers and participants, representing backgrounds as diverse as government, science, think-tanks, research funders, industry, NGOs, UNEP, politicians and the media.

Each week-long conference comprised keynote speeches, round table discussions, scenario building and open fora, and was chaired by experts in the field. Participants welcomed the opportunity to “think outside the box”. Over half the feedback respondents said they were more likely to engage with the UK as a result of the conferences and a majority said their understanding of the issues had increased significantly. In May 2008, the 21st Century Trust organised a follow-up conference on “Science and Society” issues, drawing on the GOF-funded conference series.

Japan – Developing advanced electronic materials for the 21st century

Japan is well known as a global centre for high-tech products and advanced electronics and is

a world leader in materials research. What is less well known is the presence of UK strengths in niche areas, such as quantum computing or organic electronics, with the potential to develop into significant areas of R&D. Development of new high value added business sectors such as these is an essential part of the UK’s wealth creation strategy and response to globalisation.

The Science and Innovation team set out to test the opportunity for the UK to develop closer links with Japan in advanced electronic materials research. Over a period of two years a series of workshops and research exchanges took place with leading British and Japanese scientists. These activities were supported with a collaboration development award programme, funded by SPF, to identify and fund the most promising opportunities. The Engineering and Physical Sciences Research Council in the UK were closely involved in the programme which resulted in a series of new projects which would not otherwise have happened. These included Japanese funding for a visiting professorship in Tokyo, three grant applications to UK and Japanese agencies and publication of four joint research papers.

More importantly, the programme served to convince Japanese agencies that the UK was a worthy partner for research in advanced electronic materials, raising awareness of UK strengths in the physical sciences. After initial reluctance, Japan accepted a proposal from the UK to establish a joint research programme focusing on the development of next generation materials for advanced electronics. The programme was backed up by an MoU between EPSRC and the Japan Science and Technology Agency, signed by EPSRC Chief Executive David Delpy in Tokyo in May 2008. The agreement set out the broad principles required to establish a framework for research collaboration. In July 2008, Japan announced the first call for research proposals for projects in oxide electronics, organic electronics and spintronics.

Sustainable Development



Child working on a harvest in Cameroon

Introduction

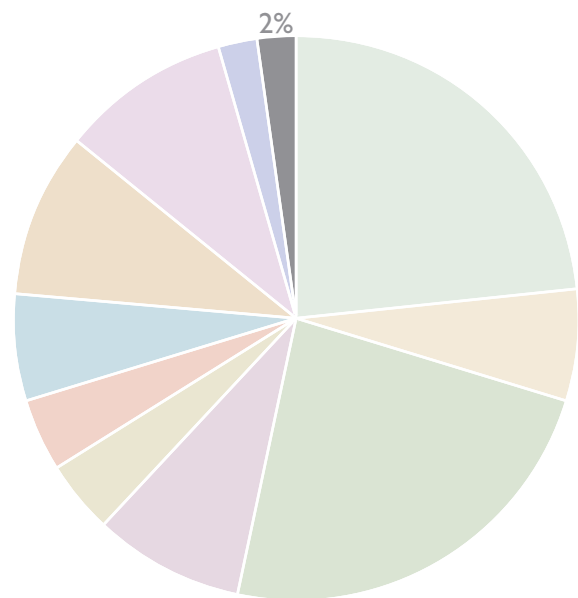
The programme supported the FCO Sustainable Development Strategy, it focused on 3 areas:

- Improving environmental governance through achieving improved access to information, greater participation in decision making and better access to justice on environmental issues:
- Achieving more sustainable forest management through legislation to prevent deforestation:
- Promoting growth, supporting livelihoods and promoting the environment through sustainable tourism.

Funding

In 2007-08 the programme spent £1.4 million on projects in 5 priority countries.

Sustainable Development
as a percentage of SPF spend



Geographical Priorities

The following countries/regions were priorities for programme funding:

Brazil, Cameroon, Indonesia, Mexico and South Africa and the Caribbean region.

Green Scorpions: To raise South Africa's market profile internationally through the implementation of environmental enforcement, compliance and monitoring standards

South Africa has some of the most progressive legislation on environmental management in the region, but there was little experience of administering environmental legislation, and the relevant law enforcement agencies did not have a strong profile. This project worked to improve the capacity of these agencies to enforce and prosecute cases of non-compliance with environmental legislation, particularly hazardous and other waste and air quality regulations.

Over 700 Environmental Management Inspectors (EMIs) from the Department for the Environment and Tourism were trained in law enforcement as well as specialist techniques such as forensics and interviewing. Their duties include preventing poachers, carrying out customs inspections, monitoring oil spillages and gathering evidence for prosecutions. Their role was also strengthened by a high-profile publicity campaign and meetings with the judiciary. These helped to raise awareness of the significance of enforcing environmental standards, which has implications for the South African tourism and health sectors, amongst others.

The results have been an increased number of investigations of environmental transgressions and longer sentences given to those who commit offences such as polluting. The high level of publicity created by the project is thought to be encouraging more industries to tackle their levels of pollution rather than risk prosecution.

The Access Initiative: Cameroon Project – Promoting democracy through the implementation of Partnership for Principle 10

This project focussed on Cameroon's Congo Basin Forest region, part of the world's second largest tropical rainforest. This is an important area, rich in biodiversity and natural resources. The purpose of the project was to evaluate how well Cameroon was performing on environmental democracy and to deliver improvements in this area.

Cameroon, as a signatory to the Rio Declaration of 1992, is committed to Principle 10 of this declaration, which states that environmental issues are best managed by ensuring the participation of all concerned citizens. Environmental democracy means that people should have access to information, the right to participate in decision making, and the right to justice on environmental matters such as pollution. Sustainable management of Cameroon's extensive natural resources could be improved by engaging local residents more closely in decision making processes.

The project was guided by The Access Initiative (TAI), a global civil society group that has been promoting Principle 10 concepts in Africa since 2001. The project found that whilst Cameroon had legislation on environmental democracy, this was not always well implemented. The laws on land disputes were often weak. The involvement of the population in decision making was not always strong – legislation did not exist in all sectors and, even where it did, did not always guarantee access to information and participation in decision making.

As a result of the project the Government joined the Partnership for Principle 10 which is a group of governments and organisations that are committed to improving access to information, justice and public participation.

The government has created a National PP10 Committee comprising stakeholder Ministries and other institutions that monitor the application of Principle 10 concepts. It is now encouraging other governments in the Congo Basin region – who share the world's second largest rainforest – to follow suit.

Sustainable Tourism Certification Programme – Cat Ba Island, Vietnam

The aim of this project was to reduce the impact of tourism on Cat Ba Island, Vietnam, by introducing a system of eco-certification for hotels. Tourism has the potential to make an important contribution to developing economies. However, when tourism is not managed sustainably, it has the potential to waste precious natural resources, destroy biodiversity and damage local communities.

The project raised awareness of environmental issues amongst various groups in the tourism chain – tour operators, hoteliers and guests. Staff in hotels then received appropriate training about environmental-related issues. This included the reduced use of resources, improved management of waste and sustainable purchasing (from local, legal sources). Participating hotels subsequently committed to environmental stewardship standards and those that met with the checklist of environmental standards were presented with certificates. This has enabled hotels to market their eco-credentials.

The project resulted in a significant reduction of water use (ranging from 10-30%) and electricity consumption (10%) levels in participating hotels. Many other hotels, which were not part of the original project, have recognised the benefits of a more sustainable approach and adopted a number of the practices. More significantly, the Vietnam National Administration for Tourism is considering launching a similar eco-certification system throughout the country.

Amazonian deforestation – Tackling a root cause and contributing to Brazil's economic prosperity through soya certification



Man amongst bags of soya beans

The purpose of this project was to promote and increase the purchase of soya from sustainable sources.

Deforestation is responsible for 18% of global carbon emissions. Clearance of land for the production of soya is a significant driver of deforestation in the Amazon. Brazilian legislation requires that 80% of landholding in the Amazon should be maintained as native forest reserve, but this is generally not observed.

The project aimed to increase compliance with socio-environmental, or 'forest friendly' criteria, by requiring participating soya farms to meet the standards to obtain rural environment licences. The project also produced a full register of soya producers in the targeted region for the state of Para to be able to monitor the situation in future.

As a result of the project one of the largest purchasers of soya committed to only buying soya from legislation-compliant farms. Over 65,000 hectares of forest reserves were conserved, for which farmers were compensated. The potential area for conservation is estimated to be a further 135,000 hectares.

Interest in the project results is stimulating discussion between NGOs and industry about whether this approach can be adopted in other areas that are vulnerable to environmental damage.

Appendix: SPF Governance

Programme Office

The Programme Office provides guidance and support to the FCO's policy programmes, including the Strategic Programme Fund. Its main responsibilities are:

- Promoting best practice in programme and project management;
- Analysing SPF's and other FCO policy programme's overall performance and making recommendations to the Finance Committee;
- Managing communications and publicity on SPF;
- Capacity building, including training, and exchange of lessons learnt.

Programme Teams in London

Each SPF Programme has a dedicated management team. It also has a Programme Board. Boards approve recommendations for project approvals and give strategic direction. Board members are drawn from the FCO, other government departments and civil society. The role of the Programme Team is to:

- Develop a programme strategy, working with the Programme Board and policy officers;
- Appraise projects submitted during bidding rounds and make recommendations to the Programme Board;
- Work with the potential bidders and posts to advise on project proposals;
- Monitor the programme's progress and recommend any actions to the Programme's Senior Responsible Owner (who has ultimate responsibility for the Programme).

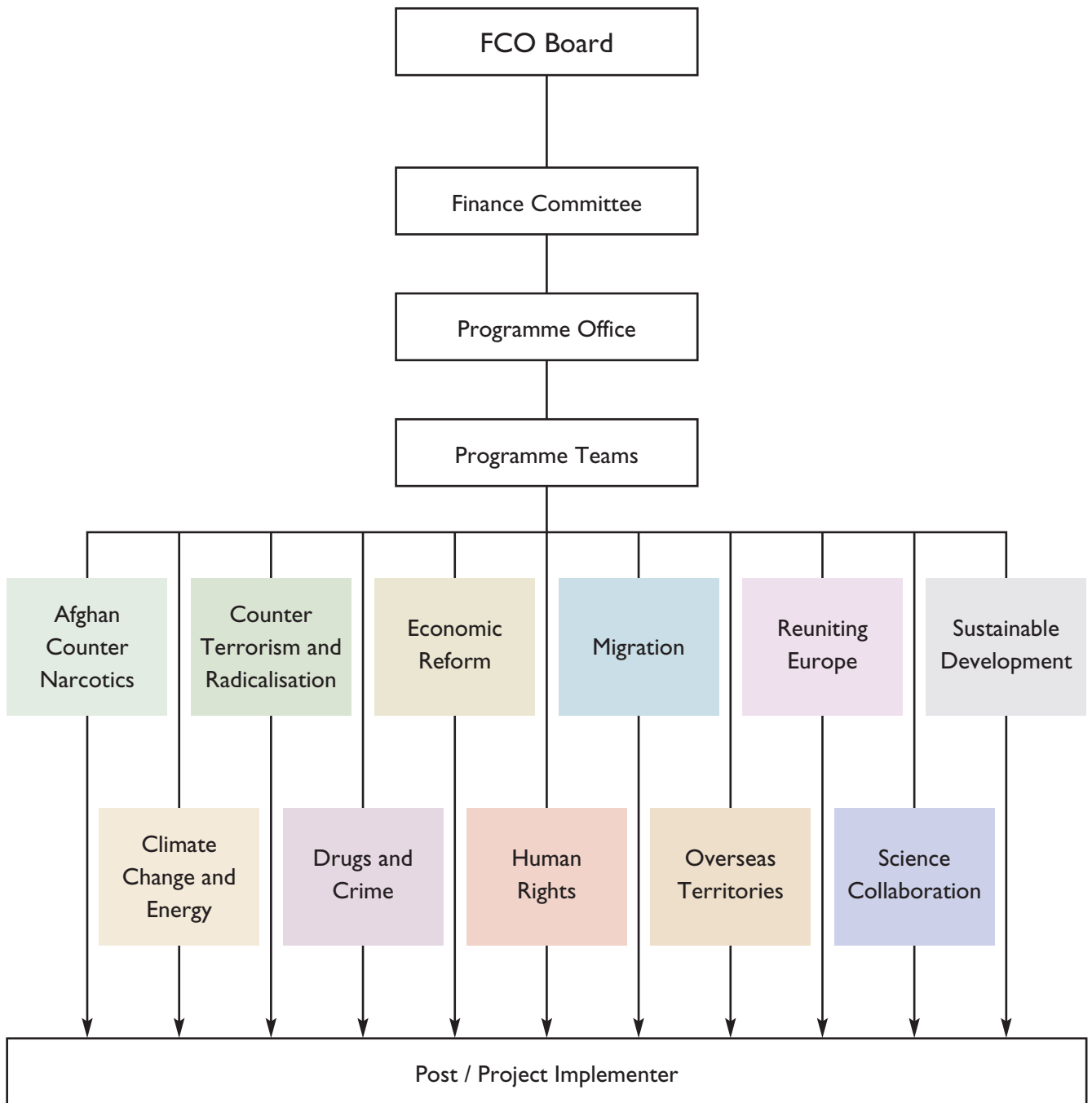
Project Teams at Post

Programme activity abroad is co-ordinated by UK diplomatic missions. There is an extensive network of UK-based and locally engaged project officers in SPF priority countries working on projects. Locally engaged project officers have the relevant expertise to explore and develop partnerships in-country and regionally and work with project implementers, including on project design. Project Teams are responsible for monitoring and evaluating projects to help ensure success.

Finance Committee

The Finance Committee takes a corporate view of all FCO finance matters, apart from investment (which is handled by the Investment Committee). It is responsible for preparing issues for discussion at the main FCO Board, making recommendations to the Board and ensuring implementation of Board decisions on finance issues. It therefore has a key role in overseeing SPF, ensuring risks are effectively managed.

SPF Governance Structure 2007-08



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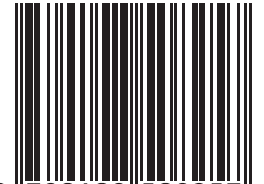
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