



Foreign & Commonwealth Office

Autumn Performance Report

A review of progress towards the
FCO's Public Service Agreement, Departmental Strategic Objectives and
Efficiency Targets
1 October 2008 – 30 September 2009

Better World, Better Britain

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1. Inside this Report

This Autumn Performance Report (APR) details the FCO's performance between 01 October 2008 – 30 September 2009 against its eight Departmental Strategic Objectives (DSO) targets, and the one Public Service Agreement (PSA) target for which the FCO is the lead Whitehall department. The targets in this report reflect the key commitments that the FCO agreed to deliver as part of the 2007 government Comprehensive Spending Review (CSR07). The Report also includes an update on progress against the CSR07 Value for Money (VFM) programme.

An assessment of the FCO's performance over the full 2009-10 period will be published in the Departmental Report in 2010.

2. PSA / DSO performance measurement

The FCO measures performance against PSA / DSO targets using scorecards developed from the PSA Delivery Agreement and DSO technical notes which detail the full text of the agreement between FCO and HMT (see links on page 4). For this report, we commissioned performance assessments from FCO PSA and DSO monitors against all indicators¹ listed in the delivery agreement / technical note.

Progress towards the CSR07 PSA / DSO targets, and their underpinning indicators, is summarised with assessment terms and performance narratives. An assessment of the target as a whole is based on a factual assessment of progress against the indicators. The following assessment terms are used, as detailed in HMT Public Expenditure System (PES 2009) guidance:

Strong progress	Where more than 50% of indicators had improved.
Some progress	Where 50% or less indicators had improved.
No progress	Where no indicators had improved.
Not assessed	Target for which data is not available

3. Efficiency programmes

Progress towards achieving the FCO's CSR07 VFM targets are detailed on pages 26 - 31.

4. Structure of the CSR07 DSOs and PSA

The FCO's Strategic Framework, *Better World, Better Britain*, published in February 2008 set out eight Departmental Strategic Objectives:

A flexible **Global Network** serving the whole of the British Government.

Three **Essential Services**:

¹ The terms 'indicators' and 'measures' are referred to as 'outcomes' and 'indicators' in the FCO technical note / internal reporting

- Supporting the British economy
- Supporting British nationals abroad
- Supporting managed migration for Britain

Four **Policy Goals**:

- Countering terrorism, weapons proliferation and their causes
- Preventing and resolving conflict
- Promoting a low carbon, high growth, global economy
- Developing effective international institutions, above all the United Nations and European Union

The FCO Strategic Framework explicitly recognises the role of our global network in delivering for the Government as a whole. So in addition to delivering our new policy priorities and our public services, our posts will continue to provide a platform for Whitehall partners to deliver their own international priorities. The DSOs have a dual purpose: they set out clearly what we aim to achieve over the CSR07 period; and they provide the framework against which Ministers and the FCO Board will hold individual DSO Owners to account for delivery.

The FCO leads on the PSA on Conflict Reduction (PSA 30), and contributes to delivery of the PSAs on Migration (PSA 3), International Terrorism (PSA 26), Climate Change (PSA 27), and Reduce Poverty (PSA 29). The FCO will also assist with the international delivery of a number of other PSAs, through the support and assistance provided by our network of posts. For performance assessments on those CSR07 PSAs for which the FCO is a key delivery partner, please consult the individual lead government department's APR.

Copies of the 30 PSA Delivery Agreements can be found on the HM Treasury website at: http://www.hm-treasury.gov.uk/pbr_csr07_public_service

The DSO Technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>) sets out the outcomes and performance indicators for which FCO DSO's are measured.

Progress towards PSA and DSO targets

1. PSA / DSO scorecards - detailed performance assessments

PSA 30 – Global Conflict.

Reduce the impact of conflicts globally through enhanced UK and international efforts

This target is made up of four indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the PSA 30 Delivery Agreement (http://www.hm-treasury.gov.uk/pbr_csr/psa/pbr_psaindex.cfm).

The FCO is the lead Government department for PSA 30, with DFID, MOD and the Cabinet Office being key delivery partners.

Overall assessment of progress 01 October 2008 - 30 September 2009

Some progress (improvement against 2/4 indicators)

The latest data available on the global number of conflicts in 2008 remains static at 53; however, recent research suggests a possible rise in the number of non-state based (tribal) conflicts for that year, particularly in East Africa and South Asia. We need to clarify to what extent these are conflicts, rather than local disputes, but the data suggests that achieving a downward trend in this indicator over the course of the PSA is unlikely. Progress on indicator 2 remains mixed: for example, the overall situation in Iraq continues to improve, but battle deaths and internally displaced persons (IDPs) are on the increase in Afghanistan. Our assessment continues to be that delivery on this indicator is off track. Progress on indicator 3 continues to be variable but UK initiatives are beginning to bear fruit, eg the UK-France initiative on UN peacekeeping reform is beginning to gain traction with the wider UN membership. NATO and the EU are making progress on the comprehensive approach, emphasised at the Strasbourg NATO summit in April: at the EU, a UK/French initiative is making good progress on the creation of a civilian/military pool of deployable experts. However, there is still more to be done across the institutions. Developments on indicator 4 are more encouraging. HMG will shortly be launching its new Civilian Standby Capacity, with experts from the Civil Service, the private sector and the third sector, trained and available to deploy to support post-conflict stabilisation missions. Continuing pressure on international and UK resources could affect delivery, particularly for indicators 2, 3 and 4.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
<p>1) A downward trend in the number of conflicts globally, in particular in sub-Saharan Africa, Europe, Central and South Asia, and the Middle East and North Africa.</p>	<p>No progress</p> <p>There has been no change in the figures for the overall number of conflicts since the previous reporting period (the 2008/09 FCO Departmental Report).</p> <p>Starting from a baseline figure of 54 conflicts in 2006 (based on published data from the Human Security Report Project, or HSRP), provisional figures for 2007 indicate this total decreased to 52 for that year. Proxy data taken from <i>CrisisWatch</i> publications put the number of conflicts in 2008 up to 53, an increase of one over the provisional 2007 figure. (Note: HSRP and <i>CrisisWatch</i> differ slightly in their assessment of conflict.) The latest information from the Uppsala Data Program (UCDP), on whose data HSRP base their assessments, indicates that there is likely to be an increase in non-state based (ie tribal) conflicts in 2008. There is much more volatility in the number of non-state based conflicts than in state-based.</p> <p>This increase in non-state conflicts will not be confirmed/published until mid-2010.</p> <p><i>Note: HSRP data for 2007 is not yet publicly available, and may differ from the provisional estimate above when published.</i></p>

<p>2) Reduced impact of conflict in specific countries and regions (Afghanistan, Iraq, Balkans, Middle East, Sierra Leone, Democratic Republic of Congo and the Great Lakes region, Horn of Africa, Nigeria and Sudan).</p>	<p>No progress</p> <p>While there has been a reduction in the impact of conflict in some regions, elsewhere the situation has got worse.</p> <p>In Iraq, there is a continued security improvement overall, but attacks on minorities and continuing violence in certain areas demonstrate that concerns remain.</p> <p>In Afghanistan, GDP figures are better, but worse on battle deaths and Internally Displaced Persons (IDPs), although large displacements in population can occur during kinetic operations, and returns are often swift.</p> <p>Economies of the Balkans remain fragile due to the global economic crisis and there are concerns about state effectiveness, eg in Bosnia and Herzegovina. Good governance is being taken forward in Kosovo following their declaration of independence, including by a large EU rule of law mission. Croatia and Albania joined NATO in April 2009.</p> <p>In the Middle East, economic improvement in the West Bank is being offset by deterioration in living conditions in Gaza.</p> <p>In Sudan, there has been a stalemate in the political processes. Weak state effectiveness remains a real conflict risk, particularly in the South where governance challenges have been exacerbated by contract mismanagement and reduced revenue flows.</p> <p><i>Note: As there are significant time lags between the reporting period and the data available for analysis (in some cases, of over two years), the above assessments are based on qualitative reporting from HM Diplomatic Posts to give a more up-to-date picture.</i></p>
<p>3) More effective international institutions, better able to prevent, manage and resolve conflict and build peace.</p>	<p>Some progress</p> <p>At the UN, the UK/French initiative on peacekeeping reform is leading to more focus on performance benchmarks and exit strategies in Security Council Resolutions (SCRs) concerning Peace Support Operations (PSOs). The UN “New Horizon” Report is also contributing new thinking as to how to make UN peacekeeping more cost-effective.</p> <p>Also at the UN, a complementary UK initiative on peacebuilding has led to UNSG proposals on better integration, strategy, capacity and funding.</p> <p>At the EU, establishment of a civilian/military planning directorate, as part of the wider improvements foreseen in the Lisbon Treaty, should strengthen further the EU's ability to do integrated planning.</p> <p>As regards NATO, UK priorities on HQ reform were reflected in the outcome of the NATO summit in Strasbourg in April. Priorities on comprehensive approach and EU/NATO co-operation are increasingly reflected in the NATO approach to Afghanistan and in the mandate for work on the new Strategic Concept.</p> <p>The mission of the African Union (AU) peacekeeping mission in Somalia is providing support for the transitional government there, but sustainable financing and capability shortfalls remain an issue. Development of the African Standby Force (ASF) is moving ahead, but civilian and police elements are less advanced.</p>

<p>4) More effective UK capability to prevent, manage and resolve conflict and build peace.</p>	<p>Some progress</p> <p>The Stabilisation Unit (SU), a joint FCO, MoD and DfID unit, is in the process of being strengthened and taking on greater responsibilities: plans remain on track for it to deliver a Civilian Standby Capacity of 1,000-plus qualified and deployable civilian experts by December 2009. However, work under way to make systematic use of reservists' civilian skills will take longer to complete. The International Police Assistance Board will report on improving arrangements for police deployments in October.</p> <p>HMG is putting more emphasis on early warning following the 2009 update of the National Security Strategy. The FCO is also conducting quarterly conflict prevention assessments to inform its understanding of strategic risks. A new cadre of officers has been created to respond rapidly to political crises.</p>
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DSO 1

A flexible global network serving the whole of the British Government

This DSO is made up of five indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Overall assessment of progress 01 October 2008 - 30 September 2009

Strong progress – (improvement against 5/5 indicators).

The network continues to evolve and improve with innovation and new technologies helping us to deliver efficiencies. The challenge in the current economic climate will be to maintain the service and delivery standards we have with increasingly tighter budgets. Work with our partners continues to ensure they remain on our platform in the future.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
1) The network delivers the key priorities of Whitehall partners.	<p>Some progress</p> <p>44% of Whitehall partners see the FCO as critical to the delivery of their work and 79% view us favourably. Overall 58% of Whitehall partners rate our performance against DS01 as good. Improvement is needed around consistency of the service across the network and also around our service level agreements and transparency on charging.</p>
2) The network is realigned by March 2009 as agreed by FCO Ministers/Board; and regularly reviewed as necessary.	<p>Strong progress</p> <p>Strategic Framework in place since April 2008, with additional emphasis on work related to global financial crisis during 2009. The network shift of 130 UK based policy staff was completed by March 2009. The Board decided in April 2009 that a further network shift of a similar scale was not needed.</p>
3) The network remains flexible.	<p>Strong progress</p> <p>Whitehall partners and FCO customers say the network has adjusted its focus as necessary to meet most of their needs. 82% of our Whitehall partners are confident the FCO can adjust to meet their needs in the future.</p> <p>Rapid deployment teams for consular retain the ability to respond to international incidents and a new political response team has been established. Regional resilience arrangements are now being rolled out to cope with peaks and troughs in workloads and locations.</p> <p>Estates and Security Team are focussing on delivering a fit for purpose and value for money estate for our partners and ourselves.</p>
4) The network remains global.	<p>Some progress but now at risk</p> <p>We have a global network of 264 posts in more than 170 countries. If the current budget pressure of a result of the sharp fall in sterling continues, we may not be able to sustain our current global presence.</p> <p>In order to remain global we'll need to continue to be innovative through alternative forms of representation for example digital/virtual diplomacy, laptop diplomats, regional networks.</p>

<p>5) The network delivers change and manages its resources well.</p>	<p>Some progress</p> <p>We continue to deliver change courses and workshops. A performance model has been developed to measure how we are implementing change.</p> <p>Innovate & Save campaign to drive culture of innovation launched. Over 350 individual suggestions received and best practice being shared.</p> <p>The Corporate Services Programme has now identified and agreed savings of over 50,000 days globally through streamlining processes.</p> <p>Over 3000 staff in 77 locations overseas are now using the new F3G IT system and the rollout continues.</p>
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DSO 2 Support the British Economy

This DSO is made up of five indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO Technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Overall assessment of progress 01 October 2008 - 30 September 2009 (comparable figures to last year are in brackets)

Strong progress (improvement against 3/5 indicators)

UKTI has made some progress to date since the last Autumn Performance Report. UKTI is showing some progress or improvement against 3 out of 5 indicators. In 2008-09, for trade support, a total of 22,800 companies have been assisted by UKTI, a significant improvement on all previous years and is an increase of over 22% on this time last year. Of this, 19,000 are innovative, a 25% increase on this point last year. On inward investment UKTI also made strong progress, with an increasing number of high value projects, and in total, 600 inward investment wins in financial year 2008-09 and a further 318 (provisional figures) for the six-months to end-September 2009. Given the challenging global economic climate it will need a concerted effort from the whole network to achieve all of our targets. Equivalent figures for a year ago are shown in brackets.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
1) Attract high value foreign direct investment to the UK.	<p>Some progress</p> <p>UKTI had delivered 600(549) involved successes of which latest estimates suggest:</p> <p>(a) 244 (172) were high value projects recorded as successful or success pending, and</p> <p>(b) 180 (178) were good quality projects, and</p> <p>(c) 76% (74%) agreed that UKTI or its RDA delivery partner had significant favourable influence on the decision to locate or expand in the UK, or on the scale or scope of the project.</p> <p>23 (47) of the good quality or high value projects involved additional R&D activity in the UK.</p>
2) Improve the performance of UK business by helping them internationalise.	<p>Strong progress</p> <p>The most recent Performance and Impact Monitoring Survey (PIMS) estimates that in the financial year 2008-09, the total number of businesses helped was 22,800 (18,600) against a target of 20,000 and of these,</p> <p>(a) 19,000 (15,200) were innovative businesses, and</p> <p>(b) For the improved business performance element of this target, the outturn is 52% (54%) overall, and 52% (54%) in High Growth Markets.</p>
3) Increase the quantity of Research and Development (R&D) activity in the UK through business internationalisation.	<p>No progress</p> <p>(a) In the past year 2,050 (3,086) businesses have increased R & D activity as a result of UKTI trade support. Although this is well above target, it has decreased due to the global economic downturn.</p> <p>(b) In addition there were 49 (67) FDI R&D projects.</p>
4) Improve the UK's reputation as the international business partner of choice.	<p>No progress</p> <p>This involves an annual reputation survey to measure UK reputation in the US, China and India, in the financial services, ICT, life sciences and energy sectors. A benchmarking survey has been completed, and the results from the first annual survey have been collated and have shown no progress. However, the final progress report will only be assessed in the final year of the survey, 2010/11.</p>

5) Improve UKTI's operational performance.

Some progress

This is an operational target.

The current performance is:

(a) 76% (75%) and 75% (76%) respectively for quality and satisfaction against a target of 80% for both.

(b) Charging revenues for a full year, up to the end of September were approximately £5.5m (approx. £4.2m), which is above target.

DSO 3 Support British Nationals Abroad

This DSO is made up of four indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Overall assessment of progress 01 October 2008 - 30 September 2009

Strong progress (improvement against 4/4 indicators)

On the basis of strong progress against delivery of service and capability targets for 2008-09, we introduced more challenging targets this financial year to help deliver business change and drive up performance across the consular service. All outcomes are showing progress, with the first three showing strong progress and we have measured improvement against 18 out of 22 performance indicators. We consider a mixture of red, amber and green metrics a healthy indication of our direction of travel in achieving increased quality, professionalism, consistency and efficiency. Our assessment is based on performance management involving daily Activity Recording by all consular staff and monthly tracking of public service delivery targets through a monthly Consular Balanced Scorecard. Details of each outcome are provided in the assessment below.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
1) Quality of Service – with a focus on responsiveness to customers.	<p>Strong progress</p> <p>All service delivery and capability metrics are green with two amber and one red on customer satisfaction. We are working to develop a more comprehensive system to measure customer satisfaction, drawing on best practice from other organisations. Legalisation Office performance has significantly improved this financial year so that public targets, including postal applications, are now being met with mitigating action in place on IT and staffing levels.</p>
2) Professionalism of our staff – trained and well managed staff.	<p>Strong progress</p> <p>All capability metrics are green and service delivery metrics have shown strong progress through the financial year, with a consistent rise in the number of Heads of Post who have attended the Consular Leadership course from 77% to 89%, against a target of 100%.</p>
3) Consistent service delivery – compliant with internal procedures and prepared for the unexpected.	<p>Strong progress</p> <p>All capability metrics are green. Of the five service delivery metrics, three are green and have shown improvement over the year. Of the remaining two, we have moved from 83% to 96% for the number of Posts meeting minimum lifestyle enquiry guidance (against a target of 100%) and have consistently increased the number of Posts with reviewed Civil Contingency Plans up to 87%, against a target of 90%.</p>
4) Efficient working – optimised fee income, reliable systems and efficient use of resources.	<p>Some progress</p> <p>We have consistently achieved our target of 95% of chargeable fees collected. The number of incidences where IT systems were unavailable were due to several factors including the FCO's F3G rollout. Management information return rates are red as we did not achieve a 100% return (figures are between 89-93%). The percentage of Activity Recording being filed on our Compass database has increased from 57%-74%, also against a 100% target. Rationalisation of passport network completed for largest regions in Americas and Australasia.</p>
Communications – raise public awareness of FCO's consular role in UK, expand our 'In Resort' publicity campaigns, develop specialist campaigns, revamp internal communications.	<p>Strong progress</p> <p>Know Before You Go campaign strategy focus based on evaluation research. Specialist cross-Whitehall communications campaigns (Forced Marriage, Hajj, British Behaviour Abroad). Media monitoring in place. Corporate communications launched focused on raising public awareness of FCO consular role. Internal communications team established and improvements made in response to consular communications staff survey.</p>

DSO 4 Support Managed Migration for Britain

This DSO is made up of five indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Delivering these outcomes will enable the FCO to meet its commitments as a Delivery Partner for PSA3 'Ensure controlled fair migration that protects the public and contributes to economic growth'.

Overall assessment of progress 01 October 2008 - 30 September 2009

Some progress, with areas of strong performance (improvement against 5/5 indicators)

In 2008/9, the FCO and UK Border Agency (UKBA) worked together to achieve record numbers of returns of Foreign National Prisoners (FNPs) - over 5,000 - and meet other PSA 3 milestone targets. In continuing to support PSA 3 delivery, we are now pursuing actions with UKBA to maximise delivery and continuing our active engagement with overseas governments. The FCO-managed Returns and Reintegration Fund has delivered clear leverage with a number of key countries, enabling returns of Failed Asylum Seekers (FAS), FNPs and other immigration offenders.

We worked with UKBA on the successful implementation of new visa regimes in 5 countries, including South Africa. We are working with UKBA and other Whitehall partners to implement the Points Based System (PBS). Our aim is to use the PBS to ensure that the UK remains a global hub for business, attracting those migrants with the skills our economy needs whilst ensuring that robust controls are in place to deter illegal immigrants.

The FCO has provided valuable input to asylum casework, particularly relating to those countries affected by security, political or economic instability. We have also helped to progress cooperation on the migration agenda with EU partners and strengthen our ties with France on migration matters, including juxtaposed controls.

Note: Although progress has been made against all of the outcomes, we do not feel that this should warrant an overall assessment of "Strong progress", as the guidelines would suggest. Therefore, a rating of "Some progress" has been given.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
<p>1) The FCO will establish and develop sustainable arrangements with foreign governments for the return of immigration offenders, including Foreign National Prisoners (FNPs) and Failed Asylum Seekers (FAS), concentrating on the top returns countries, to meet the PSA Indicator of increasing the number of removals year on year and the number of "harm" cases removed as a proportion of total by 2011.</p>	<p>Some progress</p> <p>The FCO and UKBA have been negotiating with foreign governments, to secure increased returns to several key countries, including Jamaica, China, Democratic Republic of the Congo (DRC), Nigeria, Bangladesh and Iraq. There has been specific work on increasing returns of FNPs to, for example, DRC and Jamaica. Latest performance will be published as part of the quarterly control of Immigration statistics on the Home Office website in November.</p>

<p>2) Through the cross-departmental (FCO, DFID, MoJ, UKBA) Returns and Reintegration Fund (RRF), the FCO will significantly increase the number of Foreign National Prisoners (FNPs) and Failed Asylum Seekers (FAS) returned to countries of origin, and tackle intake including by building capacity of partner governments, reintegrating returnees and overcoming obstacles to return.</p>	<p>Strong Progress</p> <p>Half of the overall budget of the RRF has been ear-marked for UKBA's Assisted Voluntary Returns (AVR) programme, and AVR uptake in Iraq and Afghanistan has doubled.</p> <p>The remaining funds/projects sponsored by the FCO-managed RRF, have achieved real impacts, particularly in Africa and the Caribbean. For example, using leverage of the Fund, our overseas network of Migration Delivery Officers (MDOs) working in conjunction with UKBA and the Ministry of Justice have played a key role in securing agreement to the first ever 'without consent' prisoner transfer agreement with Uganda, and negotiations with other African countries are underway, which will lead to increased returns of FNPs.</p> <p>During the first year of its operation (2008/9), the RRF put in place projects which have the potential to enable the return of around 2700 more people, and provide reintegration support for 2800 individuals.</p>
<p>3) The FCO will support the PSA Indicators on strengthening UK borders and boosting Britain's economy and will help to deliver a successful merger of UKvisas into UKBA, and launch of the new Agency, ensuring that stakeholders and staff see an improvement in our overall management of migration. The FCO will help to ensure successful implementation of the outcomes of the Visa Waiver Test and reform of the visitor visa routes, whilst managing the risk to our wider relationships. The FCO will act as UKBA's strategic partner in the development of HMG's migration and visa policy, working to keep the UK a globally attractive destination to work, study and visit, and will help complement and communicate the Points Based System for work and study in the UK. The FCO will work with bilateral partners, especially France and Belgium, to strengthen borders (juxtaposed controls).</p>	<p>Strong Progress</p> <p>The strong partnership between FCO and UKBA continues. We have worked collaboratively to implement and promote the Points Based System, and to communicate relevant changes and balanced messaging on control. Between March and July, we aided the successful implementation of new visa regimes in 5 countries, including South Africa.</p> <p>We have worked with UKBA to further strengthen cooperation with the French on UK-France issues including juxtaposed controls (e.g. new detection equipment in Calais). The French are taking positive steps to tackle local issues (e.g. the disbanding of 'the jungle').</p> <p>The FCO and UKBA have also worked together to achieve a successful merger of UK-visas into the new Agency, and have actively promotes work opportunities in UKBA International Group (UKBA IG), resulting in a 39% increase in FCO applications for UKBA IG jobs (FCO staff currently fill approximately 30% of UKBA IG positions).</p>

<p>4) Through FCO country and multilateral expertise we will provide timely and informed contributions to Country of Origin Information Reports (used by asylum case owners, to improve fast-track decision making and protection for genuine refugees), and to country assessments for designation of countries for Non-Suspensive Appeals contributing to overall achievement of the PSA Indicator on asylum. We will contribute to policy on Unaccompanied Asylum Seeking Children (UASCs).</p>	<p>Strong Progress</p> <p>In 2008/9, the FCO contributed to 43 Country of Information (COI) reports, 38 COI key documents, 2 fact-finding mission reports and responded to approximately 400 requests for information from the Country of Information Service (COIS).</p> <p>Between April and September this year, the FCO has responded to 107 COI requests, and 90% of FCO input has been rated as 'valuable'. The FCO also provides assessments to inform UKBA's consideration of whether or not full or partial designation for Non-Suspensive Appeals is appropriate. (The Migration Delivery Officer network was particularly effective in supporting UKBA's COI requirements. Ankara, Colombo and Kabul, among others, were commended for significant contributions, as well as a fact-finding report on KRG.)</p> <p>New guidelines for disclosure of FCO evidence have been developed, to maximise efficiency of processes.</p>
<p>5) The FCO will ensure that international and EU cooperation, including the Global Forum on Migration and Development, cooperation with Italy/Malta/Libya and others on Mediterranean transit routes, and Commission plans and Council Decisions, is consistent with UK interests.</p>	<p>Some Progress</p> <p>The UK worked closely with the French Presidency to agree, in October 2008, the EU Migration Pact which focused on practical cooperation and was in line with HMG's objectives. We are now working with the Swedish Presidency to ensure that the EU's 5 year Justice and Home Affairs work plan (of which Migration is a major component) is consistent with HMG's objectives.</p> <p>On illegal migration through the Mediterranean, the FCO helped with the negotiation of acceptable European Council conclusions, and offered assistance to Malta and Greece, e.g. the first UK-Greece Working Group. The FCO coordinated successful UK lobbying on EU asylum and free movement, and FCO contributed to a joint Whitehall strategy on asylum directives.</p> <p>The FCO remains well engaged with DFID and UKBA on planning for the next Global Forum meeting in Athens in November.</p>

DSO 5 – Counter Terrorism, Weapons Proliferation and their causes

This DSO is made up of eight outcomes. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Delivering these outcomes will enable the FCO to meet its commitments as a Delivery Partner for PSA 26 and PSA 30.

Overall assessment of progress 01 October 2008 - 30 September 2009

Counter Terrorism only (Indicators 1, 1A – 1D) – Some progress (improvement against 5/5 indicators)

We have seen significant progress over the past year, as well as significant evolution in the strategic context for our overseas counter terrorism efforts. Pakistan has begun to take more effective action to tackle its domestic extremists, including major military campaigns in Swat and Malakand, with more co-ordinated international support from the Friends of Democratic Pakistan. Al Qaeda's (AQ's) senior leadership came under increasing pressure in the Federally Administered Tribal Areas, and attempts to plan attacks in the UK were disrupted by the police and the intelligence agencies. These developments were reflected in the lowering of the UK threat level from 'Severe' to 'Substantial' over the summer. There were also significant successes against some of AQ's international affiliates, including in Indonesia and east Africa, though the internationally recognised government in Somalia remains under severe pressure from the extremist Shabaab movement.

The FCO's role in tackling the threat from terrorism is an integral part of the UK Government's Counter Terrorism Strategy, CONTEST. CONTEST 2, a revised and updated strategy, was published in March 2009 after extensive work across Government. CONTEST 2 is unclassified, to improve stakeholder engagement; it expands on the underlying causes that create and sustain terrorism (including unresolved conflicts overseas, failed and fragile states and ideology that promotes violent extremism); and devotes more attention to efforts to counter the threat of chemical, biological, radiological or nuclear (CBRN) attack. CONTEST 2 provides a strong analytical and policy basis for our CT work.

Within this framework, our work overseas is focused on the threat to the UK and UK interests, joined up across Government through the Overseas CONTEST Group (OCG). We now have clear and ambitious CT country, regional and thematic strategies in place, and more dedicated CT staff at key posts.

We have scaled up our work on the Prevent strand of CONTEST, underpinned by an innovative impact assessment system developed with and endorsed by the Prime Minister's Delivery Unit and the National Audit Office. We have also developed a strategic approach to the Pursue, Protect and Prepare strands overseas. Our programme is driven by increasingly capable CT teams in Embassies and High Commissions and we achieved a full spend of our CT strategic programme fund in the last financial year. Although our spending is under pressure from the weaker exchange rate we are confident we will be able to use our programme funding to achieve useful enhancements to UK national security during the current year. Among other risks, the volume of CT-related litigation is putting increasing pressure on our resources in London, and risks placing strains on key CT relationships, including with the US.

Note: Although some progress has been made in all of the outcomes, we do not feel that this should warrant an overall assessment of "Strong progress", as the guidelines would suggest. Therefore, a rating of "Some progress" has been given.

Weapons proliferation only (Indicators 2-4) – Some progress (improvement against 2/3 indicators)

The UK's efforts to counter proliferation have seen both progress and set backs in the past year. Iran and North Korea continue to defy the international community and remain our most serious proliferation concerns. However, the international community has increased its resolve to tackle these threats, for example through UN Security Council Resolutions 1874 and 1887, condemning North Korea's nuclear test and emboldening international efforts to tackle proliferation. The UK played an active role in both cases. The UK has led the way in other non-proliferation activities, for example, in hosting a conference with the US, France, Russia and China (the P5) to discuss nuclear disarmament. We have continued to lead the international effort to establish an Arms Trade Treaty, which now looks more realisable than it did a year ago. We have also increased our work to ensure nuclear, chemical and biological materials and missile technology are protected from falling into the wrong hands. We face a tough challenge to prevent proliferation, but, working with key partners, we are becoming better placed to tackle it.

Note: Although there has been progress on more than 50% of indicators the fact that there have been set backs in our two most important indicators – Iran and DPRK - makes it inappropriate to rate overall progress as strong.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
<p>1) Focus our international counter-terrorist (CT) work on creating real effect across the four strands of the Government's CONTEST CT strategy, namely:</p>	<p>Some progress</p> <p>We have focussed our efforts on those countries that either have most direct impact on the terrorist threat to the UK and UK interests, or those that are best placed to help us meet our objectives. We have clear and ambitious CT country, regional and thematic strategies in place, and more dedicated CT staff at key posts.</p> <p>Pakistan is taking greater ownership of the counter terrorist agenda, and is taking steps to tackle some of its domestic militant groups. In part as a result, the UK threat level was reduced.</p> <p>There has been progress in most other priority countries, underpinned by interventions from our strategic CT programme fund. Thinking on counter terrorism in the US Administration is moving closer to ours, in particular on Prevent.</p> <p><i>Over the past year, we have spent £250,000 of FCO strategic programme funds to support achieving this objective.</i></p>
<p>A) Prevent: Reduce the threat posed by violent extremism to the UK and its interests overseas by undermining extremist ideology, supporting mainstream voices and increasing individual and community resilience in priority countries as part of a co-ordinated cross-Whitehall response.</p>	<p>Some progress</p> <p>We completed comprehensive research into attitudes and their drivers in Pakistan, and we are implementing the conclusions in our programme interventions. We have improved our strategic communications, both within HMG, and linking in the efforts of our partners (principally the US).</p> <p>We have taken forward a wide range of Prevent projects. Examples include campaigns in Pakistan and other key priority countries ('I am Muslim, I am British', New Abyssinia and Radical Middle Way), visits by British Muslims to Muslim majority countries, a major counter-extremism conference for religious leaders in the Sahel and increased engagement with Al Azhar University in Cairo. Domestically we have conducted an energetic and well received outreach campaign to British Muslims led by the Foreign Secretary.</p> <p>We are setting our strategy and measuring our progress through an innovative impact assessment system, DeTECT, developed with the NAO and PM's Delivery Unit.</p> <p><i>Over the past year, we have spent £21,500,000 of FCO strategic programme funds to support achieving this objective. This represents 60% of our budget, in line with our commitments under PSA26.</i></p>
<p>B) Pursue: Enhance the detection and disruption of terrorists and terrorist networks which pose a threat to the UK and its overseas interests.</p>	<p>Some progress</p> <p>We have focused our Pursue activity on building the capabilities of key partners to reduce the threat to UK and there is increasing evidence of effective CT disruption operations overseas by UK-trained forces. We underline the importance of these efforts respecting human rights and have commissioned Human Rights Assessments from relevant Posts to help inform decisions on CT interventions.</p> <p>An International Terrorist Finance Strategy was agreed by Ministers, and work is on track to ensure timely delivery.</p> <p>Progress on case-specific Deportation With Assurances (DWA) arrangements with Pakistan enabled the successful and continued disruption of individuals behind one of the most significant AQ linked threats of recent years (Op Pathway). The DWA process has also enabled the continued disruption by means of detention of other high profile terrorists including Omar Othman (Abu Qatada).</p> <p><i>Over the past year, we have spent £10, 500,000 of FCO strategic programme funds to support achieving this objective. This represents around 30% of our budget.</i></p>

<p>C) Protect: Reduce the vulnerability of UK interests and people overseas.</p>	<p>Some progress</p> <p>We agreed a Government wide International Protect and Prepare Strategy, which shifts our approach from demand-led to risk-driven. We have also analysed the risks to UK citizens using non-UK aviation carriers and crowded places and soft targets overseas.</p> <p>We have ensured our Travel Advice reflects the reality of cross-border threats. Terrorist threat information is now being provided to British businesses through new the Overseas Security Information for Business.</p> <p>We agreed an International CBRN Strategy to address counter terrorism and counter-proliferation risks.</p> <p><i>Over the past year, we have spent £3,200,000 of FCO strategic programme funds to support achieving this objective. This represents around 10% of our budget.</i></p>
<p>D) Prepare: Set baseline standards for response to terrorist incidents, ensure the FCO global network meets and exceeds them, and that sufficient staff in London have the appropriate training.</p>	<p>Some progress</p> <p>We handled a number of high-profile and sensitive terrorist kidnaps (e.g. in Mali, Iraq, Yemen, and Afghanistan).</p> <p>We are in the process of rolling out across the FCO network an e-learning crisis training package, to help raise standards in the event of an incident or crisis. We are also running a project with Consular Crisis Group to develop the FCO's response to a CBRN attacks overseas.</p> <p>We have conducted crisis training in with FCO posts in third countries to help these posts improve their capability to address threats. The FCO role in domestic CT incidents has been exercised thoroughly.</p> <p><i>Over the past year, we have spent £175,000 of FCO strategic programme funds to support achieving this objective.</i></p>
<p>2) Address the threat from Weapons of Mass Destruction (WMD) by preventing States from acquiring or developing WMD capabilities (including their delivery) and by reinvigorating the global commitment to nuclear disarmament.</p>	<p>Some progress</p> <p>North Korea's nuclear test in May and the disclosure in September of a second nuclear facility in Iran highlight the threat still posed by these countries' nuclear programmes. We have taken a dual-track approach to Iran: targeting sanctions through the UN and EU against its weapons programme while offering engagement through the EU High Representative Javier Solana. Despite these efforts we have yet to persuade either country to abandon their nuclear programmes or open all nuclear facilities to inspection.</p> <p>However, progress is better elsewhere. The UK Government hosted a P5 conference in September 2009, bringing together for the first time diplomats, military and technical officials to discuss confidence building measures towards nuclear disarmament. We are also laying the groundwork for a renewed and reinvigorated Nuclear Non Proliferation Treaty at the Review Conference in 2010 by working closely with the P5 and other partners. The UK's "Road to 2010" manifesto for nuclear disarmament and non-proliferation was launched by the Prime Minister in July and endorsed by, among others, President Obama. This is evidence of the UK's early and effective engagement with the new US administration on non-proliferation issues. We were active in the development and adoption UN Security Council Resolution 1887 which bolstered international commitment to non-proliferation and nuclear disarmament.</p> <p>£700,000 of committed FCO strategic programme funds have been agreed to support this objective.</p>

<p>3) Prevent terrorists or criminals from acquiring chemical, biological, radiological, and nuclear materials.</p>	<p>Strong progress</p> <p>The “Road to 2010”, published in May 2009, set out the UK’s vision of the international community establishing nuclear security as a “fourth pillar” of the NPT regime. Following this the FCO has taken steps to enhance the international framework for protecting chemical, biological, radiological and nuclear (CBRN) materials through the G8. We have also made progress towards ratifying the Convention on the Physical Protection of Nuclear Materials. With partners across government we have developed a new CBRN Security Strategy which sets clear targets for reducing the threat posed by insecure CBRN materials. We have also established strong co-operation with the US on Nuclear Security.</p> <p>£700,000 of committed FCO strategic programme funds have been agreed to support this objective.</p>
<p>4) Tackle the threat posed by conventional weapons to humanitarian, UK, regional, and global stability.</p>	<p>Strong progress</p> <p>We have made good progress. In July all States in the UN agreed that the unregulated trade in conventional arms caused global problems that needed to be addressed. This month, October, we secured US agreement to support an ATT: this was a key tactical priority. We are now tabling a Resolution in the UN which we are optimistic will secure a clear negotiating framework for a robust ATT. In December 2008 the Foreign Secretary signed the Convention on Cluster Munitions, another case where we have worked with civil society to make progress towards our goals.</p> <p>Ministerial targets for quality and, on average, timeliness in assessment of export licences were met. There were no discoveries of UK goods for which export licenses have been granted being used in contravention of the Consolidated Criteria.</p> <p>£500,000 of committed FCO strategic programme funds have been agreed to support this objective.</p>

DSO 6 Prevent and Resolve Conflict

This DSO is made up of five indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO Technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Overall assessment of progress 01 October 2008 - 30 September 2009

Some progress (improvement against 4/5 outcomes)

There have been some positive developments with this DSO, although progress in the reduction of the impact of conflict globally (Outcome 5) has been mixed: for example, while the overall situation in Iraq continues to improve, there has been an increase in the number of battle deaths in Afghanistan. The global economic crisis will ensure that generation of adequate national and international capacity to act, even where political will exists, is going to remain challenging. However, an upside of the downturn may be wider recognition of the need for more cost-effective UN peacekeeping, and more generally of the importance of a more forward-leaning and comprehensive approach to conflict.

Note: Although some progress has been made in nearly all of the outcomes, we do not feel that this should warrant an overall assessment of "Strong progress", as the guidelines would suggest. Therefore, a rating of "Some progress" – the same overall assessment as recorded in the 2008/09 FCO Departmental Report – has been given.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
<p>1) Better early warning and early action, to prevent conflict and its recurrence.</p>	<p>Some progress</p> <p>The UN membership broadly welcomed the UN Secretary General's (UNSG's) Report on Responsibility to Protect (R2P) which, as the UK wanted, focussed on early warning/prevention. At the EU, the UK is leading efforts to increase focus on prevention across the institution, including making a case for more emphasis on prevention/capacity building. At the African Union (AU), the Continental Early Warning System is on track for 2010, and we are working to strengthen EU-AU early warning links.</p> <p>HMG is putting more emphasis on early warning following the 2009 update of the National Security Strategy. The FCO is also conducting quarterly conflict prevention assessments to inform its understanding of strategic risks. A new cadre of officers has been created to respond rapidly to political crises.</p>
<p>2) Better-integrated national and international approach to peace support operations, stabilisation and sustained post-conflict peacebuilding.</p>	<p>Some progress</p> <p>At the UN, the UK/French initiative on peacekeeping reform is leading to more focus on performance benchmarks and exit strategies in Security Council Resolutions (SCRs) concerning Peace Support Operations (PSOs). The UN "New Horizon" Report is also contributing new thinking as to how to make UN peacekeeping more cost-effective. Also at the UN, a complementary UK initiative on peacebuilding has led to UNSG proposals on better integration, strategy, capacity and funding. As regards NATO, UK priorities on HQ reform were reflected in the outcome of the NATO Summit in Strasbourg in April. Priorities on comprehensive approach and EU/NATO co-operation are increasingly reflected in the NATO approach to Afghanistan and in the mandate for work on the new Strategic Concept. NATO/EU co-operation is part of wider international co-ordination (46 nations involved militarily) on Somalia piracy, where the UK commands the EU naval operation.</p> <p>HMG is on track to deliver a Civilian Standby Capacity of 1,000-plus qualified and deployable civilian experts by December 2009.</p>

<p>3) Increased national and international capabilities to tackle conflict, including conflict mediation and resolution.</p>	<p>Some progress</p> <p>Bilateral support to AU standby forces and wider capacities continues, albeit at a lower level (£5.5m), given resource pressures. The UNSG's Report on peacebuilding commits the UN to review international civilian capacity. There has also been an increase in UN deployable mediation capacity.</p> <p>At NATO, there has been a new emphasis on transformation with French reintegration and a new head of Allied Command Transformation (ACT). The UK is working closely with the new Secretary-General and Allies to take forward a joint agenda on NATO reform in parallel to work on the Strategic Concept. The UK-led helicopter capabilities initiative has now produced €27m from 16 nations, with 19 aircraft for upgrade and deployment, including to Afghanistan.</p>
<p>4) Improved capability to tackle the long-term and structural causes of conflict, e.g. political inequality, human rights abuses, weak governance and natural resources.</p>	<p>Some progress</p> <p>At the UN, the General Assembly's endorsement of R2P (see outcome 1) and the US joining the Human Rights Council represent advances in efforts to broaden the focus on the causes of conflict, particularly in the human rights field, and to stress prevention.</p> <p>At the OSCE, the Informal Ministerial meeting in Corfu in June endorsed a broad-based approach to the debate on the future of European Security, including economic and human rights dimensions.</p> <p>This is the second year of operation of the FCO Human Rights and Democracy Strategic Programme (£6 million annually), funding a range of projects, eg to secure advances in electoral and judicial accountability, for example in Mexico (combating impunity) and Nigeria (minority representation).</p>
<p>5) Reduced impact of conflict and progress towards resolution, in Afghanistan, Iraq, Balkans, Middle East, and Sudan, and progress in addressing long-term, frozen/ intractable conflicts.</p>	<p>No progress</p> <p>While there has been a reduction in the impact of conflict in some regions, elsewhere the situation has got worse.</p> <p>In Iraq, there is a continued security improvement overall, but attacks on minorities and continuing violence in certain areas demonstrate that concerns remain.</p> <p>In Afghanistan, GDP figures are better, but worse on battle deaths and Internally Displaced Persons (IDPs), although large displacements in population can occur during kinetic operations, and returns are often swift.</p> <p>Economies of the Balkans remain fragile due to the global economic crisis and there are concerns about state effectiveness, eg in Bosnia and Herzegovina. Good governance is being taken forward in Kosovo following their declaration of independence, including by a large EU rule of law mission. Croatia and Albania joined NATO in April 2009.</p> <p>In the Middle East, economic improvement in the West Bank is being offset by deterioration in living conditions in Gaza.</p> <p>In Sudan, there has been a stalemate in the political processes. Weak state effectiveness remains a real conflict risk, particularly in the South where governance challenges have been exacerbated by contract mismanagement and reduced revenue flows.</p>

DSO 7

Promote a Low Carbon, High Growth, Global Economy

This DSO is made up of five indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO Technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Overall assessment of progress 01 October 2008 - 30 September 2009

Some Progress (improvement against 5/5 indicators)

Both the global economic crisis and new US administration are having an impact on all outcomes (with prospects for Copenhagen, a breakthrough on trade and meeting all Millennium Development Goals (MDGs) particularly difficult; energy security issues have, however, shown improvement). The economic crisis has negatively affected low and high carbon energy investment, because of falling demand, tighter credit, and low investor confidence. This presents two major risks; reduced investment, leading to a potential shortage of future capacity and possible future energy price spike; investment in clean energy insufficient to bring CO2 emissions to a peak before 2020. The resources made available for climate change campaigning continue to show significant results with evidence emerging of impact on key countries' positions. There has been increased political momentum behind sectoral campaigns on health and education, and positive statements on overseas development aid, however, 2010 remains a critical year to agree delivery plan to take us to 2015.

Note: Although some progress has been made in all of the outcomes, we do not feel that this should warrant an overall assessment of "Strong progress", as the guidelines would suggest. Therefore, a rating of "Some progress" has been given.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
1) A visible and accelerated shift in investment initiated in the major economies towards low carbon.	<p>Some progress</p> <p>20% of the global stock market has signed up to low carbon transition, FCO prosperity narrative was adopted at the G8 and Wen stated publicly that low carbon is an opportunity for China. Against that, Pittsburgh G20 lacked focus on low carbon transition and connection of climate change with the real economy. Global investment in renewables in 2009 is estimated to drop to as low as \$51 billion (a 38% decline on level of 2008).</p>
2) Political conditions created for an equitable post-2012 agreement of sufficient ambition to avoid dangerous climate change.	<p>Some progress</p> <p>Despite a significant outcome at the G8 and Major Economies Forum in L'Aquila, agreement on an ambitious deal at Copenhagen in December is in the balance. FCO campaigning has, however, led to a number of positive developments amongst key players including China, South Korea, India, Japan and parts of the G77. The FCO is working seamlessly with DECC's Road to Copenhagen Campaign.</p>
3) Risks to UK and EU energy security managed through more diverse and reliable external sources of supply and more efficient global consumption.	<p>Some progress</p> <p>Progress on EU internal and external energy in wake of Russia/Ukraine gas dispute. The FCO has addressed the security of future oil supplies in Libya, Saudi Arabia and Nigeria; and, with DECC, has contributed to improving UK/EU resilience to future gas disruptions</p>
4) Increased international commitment for an open and equitable low carbon global economy.	<p>Some progress</p> <p>There are signs of global economic recovery but concerns about sustainability. Protectionism limited to date but risk remains. DDA stalled, but progress on EU Free Trade Agreements. FCO network keeping HMG policy makers abreast of global responses to economic crisis, and lobbying in support of delivery of London Summit commitments and FTAs.</p>

5) Increased international commitment to achieve the Millennium Development Goals.

Some progress

Impact of crisis on developing countries partly mitigated by new London Summit financing. FCO support ensured significant political support for PM's United Nations Health event (\$5.3bn new financing) and 1GOAL education campaign launch. FCO and DFID engagement with international partners ensured that G8, G20, UN and EU agreed to meet aid commitments.

DSO 8

Develop effective International Institutions, above all the UN and EU

This DSO is made up of four indicators. The overall assessment is a factual assessment of progress and should be read in conjunction with the DSO Technical note (<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/autumn-performance1>).

Overall summary of progress 01 October 2008 - 30 September 2009

Some progress (improvement against 4/4 indicators)

Progress for DSO8, together with International Institutional Reform overall, has been steady and remains geared towards the highly ambitious targets enshrined in the DSO plan. We have had some notable successes within a range of institutions, including in areas such as UN management and governance reform, the UN Human Rights Council, the European Court for Human Rights and NATO. In other areas, the seeds for delivery have been laid, e.g. encouraging work towards UNSC reform, completion of IFI institutional reforms, modernisation of the Commonwealth. But there is a lot to do to embed implementation.

Our revised Global Delivery Strategy for institutional reform is now complete, with future emphasis shifting towards further concrete outcomes. This will involve concentrated effort on key milestones ahead, including CHOGM, the OSCE Ministerial, Copenhagen, Davos and – further ahead – the UN 2010 Summit. The level of US activity and interest in international institutional reform remains a crucial ingredient in our approach.

On Outcome 4, there has been good progress on ensuring a joined-up EU response to the global economic crisis and in preparing for implementation of the Lisbon Treaty. We have maintained the momentum of accession negotiations with Turkey and Croatia and strengthened the ambition and capacity of the EU to drive reform in our neighbourhood. Progress on Europe's role as a Global Actor is developing the EU's strategic impact on the global stage.

Note: Although some progress has been made in all of the outcomes, we do not feel that this should warrant an overall assessment of "Strong progress", as the guidelines would suggest. Therefore, a rating of "Some progress" has been given.

Target indicator	Progress assessment 01 October 2008 - 30 September 2009
<p>1) International institutions which are more representative of the modern world, more effective, efficient and coherent.</p>	<p>Some progress</p> <p>The FCO ensured the proposal for an 'intermediate solution' was embedded into the debate on Security Council reform.</p> <p>The FCO worked to help achieve the adoption in September of a General Assembly resolution on System-Wide Coherence with language on funding and governance and agreement to establish a new consolidated entity to lead UN work on gender.</p> <p>The UK helped secure a substantial package of NATO HQ reforms agreed in the Summer, providing a platform for the Secretary-General to deliver change, including a leaner and more flexible HQ. It will also pave the way for better decision-making, improved handling of the NATO HQ budget and the integration of political-military advice.</p> <p>The Foreign Secretary's Two Billion Voices paper published in July set out UK views on the need for the Commonwealth to focus on its core strengths, as well as the modernisation of its institutions including the full implementation of results based management. A Commonwealth Conversation was launched by the FCO to stimulate public debate on Commonwealth reform.</p>

<p>2) Greater international institutional capacity to deal with emerging global crises such as climate change, conflict and energy and economic shocks.</p>	<p>Some progress</p> <p>G20 (London and Pittsburgh Summits): Agreement that World Bank President to be selected on merit and for a 5% shift in IMF quota share, plus \$500bn for IMF. Pittsburgh agreed on principles governing bankers' compensation and G20 to be "premier forum" for economic co-operation. Disappointing on climate finance and development.</p> <p>OECD: Good progress by Enhanced Engagement on tax transparency.</p> <p>MDGs: Increased funding identified for maternal and child health. However constrained budgets may prevent countries meeting ODA targets over medium term. Momentum building for UN Summit on MDGs in 2010.</p> <p>R2P: UNGA adopted consensus resolution in September with co-sponsorship by 59 member states. First significant GA comment on R2P since 2005 World Summit.</p>
<p>3) Greater international institutional effectiveness in promoting respect for human rights, rule of law and democracy.</p>	<p>Some progress</p> <p>UK lobbying helped encourage Cyprus, Romania, Switzerland and Nigeria to ratify OPCAT - two thirds of the way towards the UK target of six countries. Togo and Burundi abolished the death penalty.</p> <p>The FCO's proactive support underpinned the first successful year of Universal Periodic Review within the Human Rights Council.</p> <p>After a concerted push by the UK and New Zealand, on 1 September Fiji was finally fully suspended from the Commonwealth. The FCO succeeded in putting CMAG's role on its formal agenda.</p> <p>The UK helped achieve a May 2009 Council of Europe Ministerial agreement on measures to enable two key provisions of Protocol 14 to be implemented ahead of its entry into force, paving the way for European Court of Human Rights reforms. Over 100 cases have been handled already. A new reform-minded Council of Europe Secretary-General elected, following the UK's lead in establishing a meritocratic, competence based selection process.</p> <p>The UK has facilitated a report on legal aid options to ensure all accused in the International Criminal Court receive a fair trial with appropriate representation.</p>
<p>4) An EU that responds effectively to the global challenges by:</p> <ul style="list-style-type: none"> i) delivering an open and competitive European economy; ii) promoting stability and growth in its neighbourhood, and; iii) working for sustainability, openness and security in the wider world 	<p>Some progress</p> <p>Good progress through UK leading a joined-up EU response to the global economic crisis and in preparing for implementation of the Lisbon Treaty.</p> <p>We have maintained the momentum of accession negotiations with Turkey and Croatia, and got membership applications accepted from Montenegro and Iceland. EU stepped up offer of closer political and economic engagement to Ukraine and Eastern Partners. The Stabilisation and Association Process for the Western Balkans continued to move forward. Growing recognition of Kosovo including membership of International Monetary Fund and World Bank. Slow reform in BiH remains a concern. Cyprus negotiations continued and are likely to come to a head next Spring.</p> <p>Some good initiatives from the EU as a global actor e.g. first EU-Pakistan Summit.</p>

2007 Comprehensive Spending Review (CSR07) Value for Money (VfM) Programme

As part of CSR07, the FCO aims to achieve at least 3% annual cash-releasing VfM savings by 2010/11 on its 2007/8 near-cash Departmental Expenditure Limit (DEL) baseline. The VfM Programme comprises a number of individual projects that contribute to the overall FCO target.

The CSR07 VfM Programme builds on the achievements of the 2004 Spending Review (SR04) Efficiency Programme. The FCO exceeded its SR04 target by £12m: efficiency gains were £132 million against the £120 million target. The SR04 Programme was closed in July 2008 and a final report was published in the FCO's 2008-09 Departmental Report.

In the 2009 budget, further efficiency savings targets in addition to the CSR efficiencies were announced as part of the wider government Operational Efficiency Programme (OEP) drive to deliver an additional £5 billion in savings in 2010/11. The contribution to this target for the FCO, BBC World Service (BBCWS) and British Council (BC) is £20 million. The FCO will meet its part through further efficiencies in procurement, corporate services and FCO Services costs. The BBC World Service and British Council will contribute £3.3 million and £2.6 million respectively.

CSR07 Vision

The FCO, BBC World Service and British Council will make a net cash-releasing VfM savings target of £144 million by 2010/11 (£130 million resource and £14 million capital).

The FCO will generate its savings through a combination of reducing back-office costs and reducing expenditure on lower priority activities both in the UK and overseas to release funding for reinvestment in higher priority areas to deliver more effective foreign policies. The BBC World Service will generate savings by purchase efficiencies, reduced operating costs and efficiencies in production. The British Council savings will be in cost savings and an extensive re-structuring of services and operations.

The FCO will deliver the government target for CSR07 VfM savings while continuing to deliver on FCO priorities, including its Departmental Strategic Objectives (DSOs), Public Service Agreement (PSA) and the long-term international challenges facing the UK.

Progress

At end of financial year 2008/09 the FCO family had delivered £85.83 million of actual efficiency savings (FCO £73.73m, BBCWS £7.5m, BC £4.6m). These were published in the FCO Departmental Report covering 1 April 2008 – 31 March 2009.

Strong CSR Year 1 performance has contributed to the Year 2 target and helped offset challenges brought about by the adverse economic climate. The savings for FCO for cumulative 2009-10 Q2 actual to date were £120.55 million (FCO £100.75m, BBCWS £11.3m, BC £8.5m) against an in-year target of £120.6 million and a forecast of £139.42 million. Looking ahead if we maintain our performance the projects will be on track to achieve the departmental VfM target contribution of £144 million by end 2010/11.

Full delivery of the FCO's efficiency target is necessary for the FCO to live within its CSR budget. But changes in the global economy have had a negative impact on the FCO's overall finances. The purchasing power of sterling has depreciated significantly since the CSR07 settlement. If exchange rates remain at their current level or fall further, the FCO is likely to have to exceed its efficiency targets in order to maintain delivery of its DSO and PSA targets.

Summary Table of VfM Projects

VfM Project	2008-2009	2009-2010		2010-2011
	ACTUAL (m)	Actual Cumulative To Date - Q2 (m)	FORECAST (m)	FORECAST (m)
Europe ZBR	5.60	6.00	6.25	6.80
Europe Additional	2.40	4.50	5.50	6.10
Roll out of Europe ZBR to other regions (DG E&G - Asia Pacific)	0.35	0.50	0.80	1.50
Roll out of Europe ZBR to other regions (DG Pol)	0.67	0.90	0.90	0.75
Roll out of Europe ZBR to other regions (DG D&I)	0.80	1.12	1.26	1.48
IT ZBR	6.90	12.30	10.90	12.90
Finance Function Review	1.36	1.36	1.70	1.70
Improved Procurement	8.10	8.84	10.30	13.20
Increased FCOS Efficiency	2.20	3.40	4.00	6.00
Reducing overhead costs of Overseas Representation	-5.12	-2.28	-1.75	-0.58
UKTI Efficiency	1.40	3.10	2.90	4.40
Full cost charging for LHR VIP suites	2.30	2.47	2.50	2.60
Reduction by Defence Attaches on non-defence activities	10.50	10.50	12.00	12.00
Gratis Visa	0.00	0.00	1.00	2.00
Language Training	2.50	3.96	1.90	1.90
Allocative Efficiencies	33.77	44.08	46.15	48.91
Capital Efficiencies	0.00	0.00	5.90	9.00
BBC World Service	7.50	11.30	15.30	23.30
British Council	4.60	8.50	12.00	18.20
TOTAL	85.83	120.55	139.51	172.61

The FCO has devised a programme of projects where the internal forecast for 2010/11 savings (£172.61m) is greater than the external target (£144m). The excess is our contingency. Experience has shown that when challenging targets are set, not all will be delivered fully or to the original timetable. As the programme is delivered we continue to monitor this contingency.

Delivery Strategy

The VfM Programme is divided into a number of projects, each with its own project manager and Senior Responsible Owner accountable for implementation. All of the project savings are cash releasing. That is, they yield resources that can be redirected back into front-line services or enable the FCO to live within its CSR settlement, which includes an annual 5% real term reduction in administration costs.

The FCO takes account of delivery of savings when allocating budgets to devolved budget holders (with the exception of the Improved Procurement project for which there will be an adjustment at the end of financial year 2009/10). The VfM projects will develop over time, particularly those aimed at producing savings in the medium- to long-term. As a result, savings delivered by individual projects may change. Any shortfall in individual projects will be made up through additional savings from existing projects or through new VfM projects developed during the CSR period.

Commentary on a selection of projects from the CSR07 VfM Programme

The **Europe ZBR** (Zero Based Review) continues to be underpinned by the need to deliver efficiencies and Europe Directorate's wish to work more effectively in a region where communications are becoming easier, the policy agenda is evolving, and delivery of Consular, Visas and UK Trade & Investment (UKTI) services is being transformed.

They have sought further efficiencies by localising UK based staff, rationalising local staff positions, transport efficiencies, estates related savings and other back office efficiencies which build on pilots and good practice. Europe Directorate want to transform the shape of the European network's policy activities by focusing the work of individual Missions more tightly on key priorities and finding ways of deploying policy staff more flexibly to meet changing demand, including short term needs and direct expert to expert contact

As part of the FCO's wider network shift, changes have been made to the global network to help deliver the new Strategic Framework. This involved moving more UK-based policy staff (i.e. those who do frontline policy, rather than service delivery or corporate work) to priority regions. This has meant that there has been an increase of policy staff in most parts of the world: Africa, Russia/Central Asia, the Middle East and Asia (especially Afghanistan and South Asia). To help fund this shift there have been significant reductions in policy staff in Europe. For example, the Nordic/Baltic network is pioneering new regional working arrangements that promise better use of skills and knowledge, more resilience and greater efficiency.

The original savings target of £9.5m has been reduced to £6.8m with the agreement of the FCO Finance Committee in recognition that an element of the programme (accommodation allowance) is not now to be implemented. The programme is on schedule to meet the revised efficiency target.

IT ZBR efficiencies will achieve £10.9 million of VfM savings in FY 2009-10 through the FCO Telecommunications Network (FTN) performance agreement with Global Crossing, improved management of the FCO Communications Centre and improved project delivery services by Information & Technology Directorate.

The savings in FTN costs will be sustained beyond the current CSR through the reprocurement and letting of a new telecommunications contract in 2010, which is expected to continue improving services and reduce costs over the next five years.

Adaptation of FCO working methods through the introduction of new technology has enabled ComCen to refocus its operation on behalf of the FCO's Partners across Government working overseas and reduce running costs permanently.

The establishment of Project Delivery Services has improved the FCO's management of its portfolio of technology solutions to meet business requirements and achieve the best VfM in individual IT projects. Through its Gateway process and adherence to the Office of Government Commerce operational efficiency programme, ITD is continuously reviewing its requirements and assessing potential options for cutting costs through improved supplier and market management, and sharing procurement with other Government Departments. There is potential for realising efficiency savings in the FCO's wider operations at home and overseas as a result of long overdue improvements in IT infrastructure capacity and services, which will be achieved largely in 2009-10.

Improved Procurement is the FCO's delivery mechanism for procurement savings and is managed by our Corporate Procurement Group (CPG). Improved Procurement will generate VfM savings from reductions in the costs of goods and services purchased by the FCO during the CSR period. Savings will be delivered through better management of expenditure.

Actual VfM savings realised at Quarter 2, 2009/10 were £8.84m. £8.1m had been realised by the end of 08/09 and this figure was validated by the Efficiency Programme management team. In the short to medium term CPG are developing and progressing further savings opportunities for delivery in 2009/10 and 10/11, working closely with key stakeholders across the organisation. We currently forecast that by the end of the CSR period the project will deliver £13.2m against a target of £11m.

In pursuit of additional OEP savings, CPG aims to deliver a further £4 million in savings in 10/11 - £2m from the FCO's Consultancy Value Programme (doubling the proposed savings) and £2 million by taking a more commercial approach to the pricing of programme expenditure through stronger benchmarking of rates included in bids for funding and taking a harder look at its expenditure with Whitehall partners.

Long term sustainability of savings is being addressed through an overall Procurement Improvement Programme as part of the OGCs Procurement Capability Review. Delivering benefits on time and in accordance with the benefits profile is managed through continuous stakeholder engagement activity.

Reducing the overhead costs of overseas representation is a project tasked with reducing residence staff costs, overseas travel, direct entertainment and representational entertainment. The current economic climate is affecting sterling valuations adversely and this project has had to spend more money than envisaged at the commencement of the project. At the present this project is delivering 'negative' savings, expenditure on items such as travel and entertainment coupled with the aforementioned exchange rate difficulties have led to a figure of -£2.28 million. This project is under close scrutiny and an upturn in the value of sterling would have a positive impact on expenditure, the forecast for Q4 2009/10 is -£1.75 million.

UK Trade and Investment (UKTI) has agreed to flat cash its direct expenditure of £83.2 million to release £4.4 million of VfM savings over the CSR period. To deliver this, UKTI has four workstreams:

- Driving network efficiencies through: Localisation of UK-based slots overseas to drive down the cost of front-line operations and harness local expertise, and hub & spoke operations to rationalise how services are delivered to UK customers
- More effective and efficient use of UKTI ring-fenced budgets through a rigorous quarterly exercise and challenge from headquarters
- More challenging targets based on flat-lined resources
- UK-based pay reductions through localisations as part of the High Growth Markets Strategy.

The programme is ahead of schedule, benefitting from early restructuring in 2008-09 and delivering £3.1m by Q2 2009-10. UKTI has robust internal controls and quality measures in place to ensure the VfM target is met.

The FCO no longer pays £2 million a year for the use of **VIP suites** at Heathrow and Gatwick Airports by London-based foreign embassies. The British Airports Authority (BAA) has agreed to take on the running of VIP suites on a full time basis, recovering the costs directly from those who use the suites. The quality of service to customers is unaffected. The suites at the two main London airports remain available for use, but on a commercial basis that accurately reflects the full economic cost of the VIP suites rather than a subsidised basis.

The VfM project "Reduction of time spent by **Defence Attaches** on non-defence activities" will deliver savings to the FCO by reducing the requirement for Defence Attaches to spend 30% of their time on non-defence activities, which was paid for by the FCO. A Service Level Agreement (SLA) has been agreed with MOD to reflect the budgetary implications of this change in tasking. Under the SLA, MOD has agreed charges to be paid to the FCO for management support for Defence Attaches at posts over the CSR period. These charges are capped at £10.5 million in 2008/9, £12 million in 2009/10, and £12 million in 2010/11.

The significant shifts in resources flowing from the new FCO Strategic Framework generated **Allocative efficiencies** in programme and administration budgets. Allocative efficiencies in CSR07 are generated from moving resources from lower priority areas allowing savings to be released and invested in higher priority areas. During the 2007 Resources Allocation Round (RAR) budgets were adjusted accordingly to release "cash" from these areas to be used in priority areas, such as counter terrorism, conflict prevention, and low carbon, high growth, global economy, as outlined in the Strategic Framework.

Programme allocations have been reduced for scholarships, the Westminster Foundation for Democracy, Sustainable Development, Drugs and Crime and Science and Innovation. Administration allocations have been reduced for Security and Estate Directorate, Central Units, Drugs and International Crime Department, Sustainable Development and Communication Directorate.

Allocative efficiencies realised £33.77 million in 2008/09 and are forecast to deliver £46.15 million by the end of 2009/10.

FCO Capital efficiency savings were not available for year one of the CSR. HMT has only recently issued guidance on Capital efficiency savings and we are considering how we can achieve our savings target in this area. End of financial year 2009/10 and 2010/11 should provide comparative expenditure on IT and vehicle procurement and strategic partner contracts and estate efficiencies achieved. Analysis of this data will indicate where and how savings have been made. Demonstrating sustainable capital efficiency savings is fundamentally more challenging as savings are most commonly scored against resource. The overall FCO resource efficiency savings include some capital investment efficiencies but the savings have been combined within resource efficiencies.

The **BBC World Service** is committed to achieve £23 million of VfM savings over the CSR period. BBC World Service has met efficiency targets within Spending Review settlements since they were first introduced in 1998. The savings have been an explicit cash-releasing component within each final settlement.

The BBC World Service is building on its delivery of £7.5 million worth of savings in 2008/09 to deliver a cumulative £15.3 million for 2009/10. BBC World Service will achieve savings in order to meet its CSR07 targets and offset its rising costs. Savings have been identified across all departments in the organisation and include:

- Continuing savings in production costs agreed with World Service suppliers, covering News & Current Affairs, newsgathering and programmes

- Reductions in non-news programming which is not core to BBC World Service purpose and objectives
- Efficiencies in the Arabic Service arising from tri-media (television, radio, online) production
- Reduced operating costs arising from investment in new transmitters on Ascension Island
- Balance of savings arising from the Romanian service closure and changes to the Spanish service
- Savings from the BBC contract for finance transaction processing
- Purchasing efficiencies, making use of pan-BBC framework agreements

The **British Council** generated £4.6 million savings for 2008/09. Over the whole CSR07 their programme is forecast to deliver £18.2 million in savings.

For 2009-11, the response to the reduction in income and buying power of the grant has been to plan for cost savings worth £21 million over two years - about 17 per cent in real terms. This is £8.7m higher than the 09-11 CSR commitment. Additionally, there are plans for a further £4 million of cost savings from our full-cost recovery activities, a total of £25 million across the British Council. The Council plans to achieve this cost savings by:

- £10m of savings from an extensive review and re-structuring of support services (HR, IT, finance and facilities management) and other corporate functions (communications, strategy & external relations) organisation-wide. This will involve post reductions, process improvement and use of a central global hub.
- £8m of savings from a review and re-structuring of our UK operations. This will include a review of the Contracts & Projects delivery, product innovation resourcing and central Teaching and Exams support.
- £7m of savings from further restructuring within the Overseas Operations, including Latin America, South East Europe and East Asia which are scheduled from second quarter 2009/10.

The Council is on track to achieve these targets.

Governance of the FCO VfM Programme

The overall Senior Responsible Owner (SRO) for the FCO VfM Programme is the Director General Finance. He is supported by an efficiency programme team in the Financial Management Group (FMG) who monitor implementation and delivery of the programme. The FCO Board's finance sub-committee acts as the Programme Board for the VfM Programme.

The FCO's Efficiency Implementation Forum (EIF) monitors progress on individual projects. The forum meets bi-monthly and acts as the main forum for questioning managers on implementation and recommending remedial action, for example in the event of failure to achieve specific milestones. It also advises on risk management for individual projects and identifies any areas where the FCO might be able to make further VfM savings.

Successful delivery of the VfM Programme will be measured alongside the overall delivery of Public Service Agreements (PSAs), Departmental Strategic Objectives (DSOs) and Key Performance Indicators (KPIs). The FCO commissioned an internal audit of its VfM Programme to assess compliance with the approach and principles set out in Treasury guidance. The audit report, issued in January 2009, was rated "Satisfactory" indicating that CSR07 VfM Programme's governance structures are robust and validate VfM gains. Additionally it noted that "the FCO has received praise from the HMT for being proactive in its approach to the CSRO7 VFM process and is seen to be ahead of other HMG departments". These savings will be reviewed by the National Audit Office (NAO), which will report on each government department's claim during the CSR07 spending period.

Measuring of benefits

Benefits measurement is tailored to each individual project but shares the following components:

- Benefits are measured against a counterfactual which will normally be based on the Treasury's GDP deflator. The projected savings have been calculated as the difference between the FCO's actual expenditure (including non-recurrent restructuring costs) and the counterfactual, being the amount that the FCO would have spent if there had been no efficiency project. The counterfactual is projected from 2007/8 spend, which is used as the baseline. For projects with a significant amount of overseas expenditure (e.g. the Europe ZBR) the counterfactual will be adjusted to take account of the changing purchasing power of sterling in foreign currencies.
- Once the benefits have been identified, savings are captured through adjusting the budgets of the spending section of the FCO.

- Where necessary, internal controls on spending have been established to ensure that there is no leakage of savings.

Risk management and contingency

Each VfM project has its own risk management strategy. Risks to delivery of the VfM Programme as a whole, and identification of appropriate mitigating actions, are the responsibility of the efficiency programme team and are monitored by the programme board. As part of the risk mitigation process, the efficiency programme team will develop further VfM projects to provide contingency savings as appropriate. These will be submitted to the programme board and, where appropriate, the FCO Board for approval.

The FCO is on track to deliver £172.61 million against the target of £144 million by the end of March 2011. Gains delivered are cash-releasing, sustainable and reported net of costs. By the end of 2009/10 Q2 the FCO had delivered £120.55m.

However, despite the positive overall progress we continue to take a cautious view. The majority of projects are delivering their forecasts or above although there are a few that are experiencing very challenging conditions and this has meant that they are not currently realising all savings as forecast. We are working with all the projects to ensure robust reporting and removal of any 'double counting' with OEP savings.

Lyons Relocation Programme

323 positions have been confirmed as relocated as part of the Lyons relocation programme. Since 2004, 262 positions have been moved from London to Hanslope Park and 31 legislation positions from London to Milton Keynes. The British Council relocated 30 positions from London to its regional centres of Manchester, Cardiff and Belfast.

The FCO is on target to meet/exceed the 450 relocations by March 2010. FCO Services plans to create 29 new jobs in 2009/10 which will all be located at Hanslope Park. In addition plans are in place to replace up to 50 consultancy positions (3 in London) with full time permanent staff, the remaining working at Hanslope Park. Of that 50, 10-15 have been or are currently in the process of being recruited.

Most future relocations will be to the FCO's new corporate services centre in Milton Keynes or FCO Services at Hanslope Park. In January 2009, with the support of Treasury ministers, the FCO acquired a leased building (Northgate House) in Milton Keynes to house the new centre. Depending on configuration it can take up to 264 staff. We have completed the first phase of moving Finance staff to Northgate House. Further phases are planned for 2010. Work is in hand to determine the number of positions that will be transferred from London and Hanslope Park to Northgate House.

Data sources and selected references

Data sources supporting PSA / DSO assessments

Note on data reliability: in many cases, assessments of progress are made by relevant experts within the FCO. They will draw on FCO reporting and other appropriate contacts, including other government departments, agencies and overseas governments.

CSR07 PSA 30 – Reduce the impact of Conflict

Indicator 1:

- Uppsala Conflict Data Program/PRIO/Human Security Report Project; International Crisis Group “CrisisWatch” monthly bulletins

Indicator 2:

- Uppsala Conflict Data Program/PRIO/Human Security Report Project; World Bank; UNHCR; UNICEF; UN Statistics Division; United Nations Relief and Works Agency for Palestinian Refugees in the Near East (UNRWA); UN Office for the Co-ordination of Humanitarian Affairs (OCHA); Centre for Strategic and International Studies; Iraq Coalition Casualty Count; International Institute for Strategic Studies; International Organisation for Migration (IOM); Reporting by HM Diplomatic Posts; FCO; DfID

Indicator 3:

- Reporting by HM Diplomatic Posts; FCO; DfID

Indicator 4:

- FCO, DfID, MoD, Stabilisation Unit and Cabinet Office

CSR07 DSO 1 – A flexible Global Network serving the whole of the British Government

Indicator 1:

- FCO Survey of Whitehall Partners 2009 – Ipsos MORI

Indicator 2:

- High Level Change Plan: version 8 (Autumn 2009)

Indicator 3:

- FCO Survey of Whitehall Partners 2009 – Ipsos MORI, ESD homepage FCO.net July 2009

Indicator 4:

- High Level Change Plan: version 8 (Autumn 2009), post statistics, Consular pages FCO.net

Indicator 5:

- High Level Change Plan: version 8 (Autumn 2009), Corporate Services Sept 2009 update, Innovate & Save; pass it on Sept 09, F3G wire 23 September 2009

CSR07 DSO 2 – Support the British Economy

The data for foreign direct investment is validated once a year with a 12-month time-lag, and for trade support every quarter but with a six-month time-lag.

Indicator 1:

- UK Trade & Investment's CRM (Customer Relationship Management)
- The data for Target 1 (a) (b) (c) and (d) are provisional for this year, because data are derived from PIMS and full results are available only with a year lag. Estimates are based on interim results derived from approximately half the full interview programme for 2008-09; figures in brackets are out turn for 2007-08

Indicator 2:

- UK Trade & Investment's CRM (Customer Relationship Management)
- Performance and Impacts Monitoring Survey (PIMS)
- The figures for this indicator are the final outturn figures for the 2008-09 financial year, due to the 6-month time-lag for trade support.

Indicator 3:

- UK Trade & Investment's CRM (Customer Relationship Management)
- Performance and Impacts Monitoring Survey (PIMS)
- Indicator 3(a) is the final outturn figure for the 2008-09 financial year, Indicator 3(b) is estimate based on interim results for 2008-09

Indicator 4:

- The UK Reputation Measurement Survey

Indicator 5:

- UK Trade & Investment's CRM (Customer Relationship Management)
- Performance and Impacts Monitoring Survey (PIMS)
- MENTOR system (UKTI's financial system)
- Indicator 5(a) is the final outturn figure for the 2008-09 financial year. Indicator 5(b) is current performance

The NAO have reviewed all of our data sources, and stated that they are all 'fit for purpose'.

CSR07 DSO 3 – Support British Nationals Abroad

All Indicators:

- Consular Balanced Scorecard; Monthly Project Progress Reports; Quarterly Consular Management Board reports

CSR07 DSO 4 – Support Managed Migration for Britain

Indicator 1:

- UKBA internal performance reports and statistics (April-August), internal FCO and post reports, FCO Departmental Report 2008/09

Indicator 2:

- Internal FCO reporting, meeting records, FCO Departmental Report 2008/09

Indicator 3:

- FCO internal reporting, business planning documents, Service Level Agreements

Indicator 4:

- COIS statistics and reporting, FCO reporting, FCO Departmental Report 2008/09

Indicator 5:

- Internal FCO reporting, FCO Departmental Report 2008/09

CSR07 DSO 5 – Counter Terrorism, Weapons Proliferation, and their causes

Indicator 1:

- Joint Terrorist Analysis Centre (JTAC) <http://www.mi5.gov.uk/output/joint-terrorism-analysis-centre.html>
- HMG CONTEST Counter Terrorism Strategy (particularly part 3 section 14 on overseas delivery of the strategy) http://security.homeoffice.gov.uk/news-publications/publication-search/general/HO_Contest_strategy.pdf?view=Binary
- FCO Strategic Programme Fund Annual Report 2008-2009 <http://www.fco.gov.uk/resources/en/pdf/pdf1/spf-annual-report-2009>
- Recent International Crisis Group Reports on Pakistan's response to militancy in the border areas <http://www.crisisgroup.org/home/index.cfm?id=1267>
- Extracts from Court Judgements on the Binyam Mohammed case, which reflect positively on the UK Government and the Foreign Secretary in securing his release from Guantanamo Bay. Court judgments are at: http://www.judiciary.gov.uk/judgment_guidance/judgments/mohamed210808.htm.
- First judgment at: http://www.judiciary.gov.uk/docs/judgments_guidance/mohamed_full210808.pdf. Relevant quotes:
 - **Para 44 – 1st Judgment -**
*(2) The attempts made by the United Kingdom Government to assist BM
It is clear on the evidence we have seen that every effort has been made by the United Kingdom Government to try and secure BM's return and to provide him with assistance...*
 - **Para 55 – 1st Judgment -**
In the circumstances, the Foreign Secretary allowed BM's lawyers to use for the purpose of the submission to the Convening Authority the redacted documents disclosed solely for the purpose of the present action and to which we have referred at paragraph 51. This was yet a further example of the very real efforts made by the Foreign Secretary to assist BM.

Indicator 1A:

- DeTECT analysis
- Feedback from stakeholders on Overseas Prevent and Outreach projects [DVD available on request]
- BBC Newsnight documentary on Quilliam Pakistan project from June 2009 [DVD available on request]
- Positive media coverage of the Foreign Secretary's speech at Oxford Centre of Islamic Studies on 21 May 2009 - 'Our Shared Future: building coalitions and winning consent' (discussing how important it was that we change our approach and communication with the Muslim world). [summary documents available on request]

Indicator 1B:

- JTAC <http://www.mi5.gov.uk/output/joint-terrorism-analysis-centre.html>
- As part of the UK strategy to disrupt Libyan Islamic Fighting Group the UK sponsored the designation of 3 UK members of the group in October 2008. UN 1267 Committee supported. The individuals have been subject to worldwide asset freeze, arms embargo and travel ban. This is the link to the list: <http://www.un.org/sc/committees/1267/pdf/consolidatedlist.pdf>

Indicator 1C:

- Stakeholder feedback on travel advice website. Travel advice website <http://www.fco.gov.uk/en/travel-and-living-abroad/travel-advice-by-country/>
- Overseas Security Information for Business (OSIB) website (a joint Foreign & Commonwealth Office/UK Trade & Investment/Business endeavour reflecting the Foreign Secretary's commitment that HMG should provide the best possible support for UK business).
https://www.uktradeinvest.gov.uk/ukti/appmanager/ukti/ourservices?nfpb=true&portlet_3_24_actionOverride=%2Fpub%2Fportlets%2FgenericViewer%2FshowContentItem&_windowLabel=portlet_3_24&portlet_3_24_navigationPageId=%2Fpreparing_to_trade&portlet_3_24_navigationContentPath=%2FBEA+Repository%2F328%2F430144&_pageLabel=preparing_to_trade

Indicator 1D

- Internal government reporting and post reporting

Indicator 2:

- UNSCR 1835 (28 September 2008):
<http://daccessdds.un.org/doc/UNDOC/GEN/N08/525/12/PDF/N0852512.pdf?OpenElement>
- UNSCR 1874 (12 June 2009):
<http://daccessdds.un.org/doc/UNDOC/GEN/N09/368/49/PDF/N0936849.pdf?OpenElement>
- UNSCR 1887 (24 September 2009):
<http://daccessdds.un.org/doc/UNDOC/GEN/N09/523/74/PDF/N0952374.pdf?OpenElement>
- US Department of Energy comments on Road to 2010: <http://www.energy.gov/news2009/7663.htm>
- "Obama welcomes Road to 2010...": <http://www.usembassy.org.uk/gb094.html>
- Road to 2010: <http://www.cabinetoffice.gov.uk/reports/roadto2010.aspx>
- NPT Review Conference Agenda: http://www.globalsecuritynewswire.org/gsn/nw_20090508_6808.php
- "British leadership was pivotal in the run up to the historic Security Council session chaired by President Obama that unanimously adopted Resolution 1887 and committed us to work toward a world without nuclear weapons." US Secretary of State Hillary Clinton, 11 October 2009: <http://www.fco.gov.uk/en/news/latest-news2/?view=Speech&id=21013769>

Indicator 3:

- Road to 2010: <http://www.cabinetoffice.gov.uk/reports/roadto2010.aspx>
- G8 L'Aquila Statement on Non-proliferation:
http://www.g8italia2009.it/static/G8_Allegato/2_LAquila_Statment_on_Non_proliferation.pdf
- US UK Nuclear Security Co-operation – a number of joint projects are outlined in Global Threat Reduction Programme Annual report, including decommissioning of the former Soviet Plutonium-producing reactor at Aktau in Kazakhstan: <http://www.berr.gov.uk/files/file49982.pdf>

Indicator 4:

- Signing of the cluster munitions convention: <http://www.fco.gov.uk/en/news/latest-news2/?view=News&id=20308220>
- Export controls: <http://www.fco.gov.uk/en/about-us/publications-and-documents/publications1/annual-reports/export-controls1>

CSR07 DSO 6 – Prevent and Resolve Conflict

Indicators 1-4:

- Internal FCO and other government departmental reporting

Indicator 5:

- Uppsala Conflict Data Program/PRIO/Human Security Report Project; World Bank; UNHCR; UNICEF; UN Statistics Division; United Nations Relief and Works Agency for Palestinian Refugees in the Near East (UNRWA); UN Office for the Co-ordination of Humanitarian Affairs (OCHA); Centre for Strategic and International Studies; Iraq Coalition Casualty Count; International Institute for Strategic Studies; International Organisation for Migration (IOM); Reporting by HM Diplomatic Posts; FCO; DFID

CSR07 DSO 7 – Promote a low carbon, high growth, global economy

Indicator 1:

- International Energy Agency, G8 Summit statements, World Economic Forum, FCO climate campaigning evaluation

Indicator 2:

- G8 and Major Economies Forum summit statements, FCO climate campaigning evaluation

Indicator 3:

- FCO political and economic reporting; FCO evaluation, with external stakeholder evaluation (International Oil Companies, NGOs and host-country governments)

Indicator 4:

- IMF, WTO, OECD and Global Trade Alert Reports, Feedback from BIS, DFID

Indicator 5:

- G8 Leader's Declaration and related documents from L'Aquila summit; European Council and General Affairs and External Relations Council conclusions; Consensual outcome document from United Nations High-Level Conference on the World Financial and Economic Crisis and Its Impact on Development (June 2009); outcomes

documents from "Health Women and Healthy Children" at 64th UNGA; and DFID and multilateral organisations reporting.

CSR07 DSO 8 – Develop effective international institutions, above all the UN and EU

Indicator 1:

- Reporting from posts. Conference outcome documents/statements which demonstrate new commitments by states. Reports by UN Secretary-General and other UN Secretariat reports. Use of Independent Expert reports on sanctions implementation, counter-terrorism and counter-proliferation. Other member states reports to subsidiary bodies of the UN Security Council. Reports by subsidiary bodies of the Security Council. Communiqués, resolutions and declarations adopted by international organisations.

Indicator 2:

- Reporting from posts. Conference outcome documents/statements which demonstrate new commitments by states. Reports by Secretaries-General of the UN, NATO, Commonwealth, OSCE and Council of Europe. Reports made by individual member states, including to monitoring bodies, independent experts or to Representatives appointed by Secretaries-General of these institutions. Other member states reports to subsidiary bodies of the UN Security Council. Communiqués, resolutions and declarations adopted by international organisations.

Indicator 3:

- Reporting from posts. Conference outcome documents/statements which demonstrate new commitments by states. Formal announcements of ratifications and signatures of new human rights conventions by states. NGO reporting on human rights situations in countries, and human rights thematic interests. Numbers of visits by UN Special Rapporteurs, and content of their reports. Other UN reports, including observations by Treaty Monitoring Bodies. Numbers of recommendations of those Bodies and the human rights Universal Periodic Review process accepted by States. OSCE and Council of Europe reports, including by monitoring bodies and representatives. OSCE and Council of Europe Parliamentary Assembly pronouncements. OSCE election observation mission reports. UN reports on global economic and development. Reports by international war crimes Prosecutors. NGO tracking reports of ICC accessions. Communiqués, resolutions and declarations adopted by international organisations.

Indicator 4:

- Reporting from posts. Country Business Plan mid-year reviews. European Council and sectoral Council conclusions, EU summit texts, European Parliament resolutions and reports. Commission communications. EU stakeholder outreach. Eurobarometer opinion polls.

Data sources supporting efficiency / VfM assessments

- The Lyons Project has passed through an OGC Priority Review.
- CSR07 VFM Programme has been audited by FCO Internal Audit (January 2009) as required by HM Treasury. The Delivery Agreement has been published on the FCO website giving details on how the FCO will achieve the £144m target: <http://www.fco.gov.uk/Files/kfile/CSR07%20VfM%20Delivery%20Agreement.pdf>

Further reading

FCO Resource Accounts 2008-09 (published June 2009)
<http://www.fco.gov.uk/resources/en/pdf/pdf1/fco-resource-accounts-08-09>

FCO Departmental Report 2008-09 (published June 2009)
<http://www.fco.gov.uk/en/about-the-fco/publications/publications/annual-reports/departmental-report/>

The FCO's strategy: *Better World, Better Britain* – Mission statement (published February 2008)
<http://www.fco.gov.uk/resources/en/pdf/mission-statement>