



Foreign &  
Commonwealth  
Office

# **FCO DIPLOMATIC INFLUENCE & VALUES: REUNITING EUROPE PROGRAMME STRATEGY**

FY 2014/15

Department Name: Western Balkans & Enlargement Department

Programme Name	Diplomatic Influence & Values: Reuniting Europe (RE)
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## Programme Overview

*What is the Programme seeking to achieve?*

The Reuniting Europe (RE) Programme helps drive reform and maintain Britain's influence in the Western Balkans (Serbia, Bosnia & Herzegovina, Albania, Macedonia, Montenegro and Kosovo) and Turkey, including by promoting British values and diplomatic influence. Working with other Government Departments, the programme supports reform needs identified by the Commission's annual progress reports on the Western Balkans and Turkey, thereby promoting further conditions-based EU enlargement.

Across Europe the prospect of EU membership is the main driver of reform. The UK can set the policy reform agenda by being able to move quickly, to target politically difficult issues (e.g. minority rights or policy reform) and to get UK advice and advisors into key positions. The programme allows the UK to support candidate countries deliver reforms of direct national interest – including sustained action on the rule-of-law, organised crime and corruption, and illegal migration. The RE programme is also a vital tool in influencing and leveraging the €xm per year the European Commission has available for Twinning and TAIEX programmes in the Western Balkans and Turkey through the Instrument for Pre-Accession Assistance (IPA) II Fund (2014-2020). Twinning-focused programmes help the UK to achieve its overseas objectives and develop strong bilateral relations and cooperation.

Since FY 12/13, 100% of the funding allocated to the Western Balkans and Turkey under the auspices of the Reuniting Europe Programme has contributed to the FCO's ODA target.

## Four Year Goals

*These are the longer term outcomes you are expecting to deliver*

*How will you know when these have been achieved – what is your "measure of success"*

1. Promote stability and prosperity throughout the Western Balkans through delivering the reforms necessary – improving rule of law, democratic institutions and processes, and economic governance – to maintain momentum towards EU membership
2. Reform and democratisation process in Turkey makes significant progress, increasing its credibility as a potential EU member state.
3. Strengthen the alignment of the EU Instrument of Pre-Accession Assistance (IPA II) with UK priorities through positioning UK public sector to leverage EU Twinning projects.

### Measures of Success

- Serbia and Montenegro continue to implement reforms moving closer to achieving EU membership, particularly in Chapters 23 and 24, with their progress highlighted in subsequent annual EU Country Progress reports
- Turkey makes further steady progress in its EU accession process, particularly on recently opened Chapter 22; work towards opening of Chapters 23 and 24, and; introduces further reforms to enhance democracy and increase respect for human rights, with its progress highlighted in subsequent annual EU Country Progress reports.
- Macedonia continues to implement necessary reforms, moving towards to EU membership, particularly on rule of law and democratic institutions and processes, and maintaining focus on

<p>EU membership, with its continued commitment highlighted in subsequent annual EU Country Progress reports</p> <ul style="list-style-type: none"> <li>Albania continues to make reform progress, particularly on rule of law issues, working towards the set conditionality for Candidate Status and accession negotiations, with its progress highlighted in subsequent annual EU Country Progress reports.</li> <li>BiH agrees reforms needed to allow its SAA to enter into force and demonstrates a solid track record and continuing reform necessary for EU membership, with its progress highlighted in subsequent annual EU Country Progress reports.</li> <li>Kosovo continues to implement the broader reforms necessary for EU Membership and makes progress on SAA implementation, with its progress highlighted in subsequent annual EU Country Progress reports</li> <li>70% of projects have the potential to leverage IPA (EU) funds on behalf of HMG after project completion. UK public sector wins at least 17% of available Twinning funding annually over the next four years</li> </ul>
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<p><b>Foreign Policy Priorities</b>  <i>Which FPP will you help deliver and how</i>  <i>Please note any <b>Priority Outcomes</b> that your Programme will help deliver</i></p>
<p><b>Security:</b> Safeguarding Britain's national security by working to reduce conflict</p> <p>The Coalition agreement states that the government will work to promote stability in the Western Balkans.</p> <p>Reuniting Europe Programme activity is part of The Diplomatic Influence and Values (DIV) Fund. This has been created to support the Foreign Secretary's Implementation Plan under which the FCO will, "pursue an active and activist foreign policy, working with other countries and strengthening the rules-based international system in support of our values".</p>

Thematic and/or Geographic Priorities and Objectives		
<p><b>Geographic</b></p> <ul style="list-style-type: none"> <li>- Albania</li> <li>- Bosnia and Herzegovina</li> <li>- Kosovo</li> <li>- Macedonia</li> <li>- Montenegro</li> <li>- Serbia</li> <li>- Turkey</li> </ul>	<p><b>Thematic</b></p> <ul style="list-style-type: none"> <li>- Rule of Law and Fundamental Rights</li> <li>- Democratic Institutions and Processes</li> <li>- Economic Governance and Development</li> </ul>	
<p><b>We encourage Posts to focus on two of the following objectives which most closely fulfil the objectives of their Country Business Plans.</b></p>		
Theme	Objective	Focus Issues and Indicators of Success
Rule of Law and	<b>A. Enable Strong rule of</b>	A.1 To establish mechanisms and develop operational

Fundamental Rights	<p><b>law, including through strengthening reforms in the justice sector, countering corruption, organised crime, and promoting human rights</b></p>	<p>capacity to increase the efficiency, transparency, and public confidence in the judicial system, border management and law enforcement;</p> <p>A.2 To develop operational capacity to increase the effective and transparent fight against organised crime and corruption, including the requirement for inter-agency and cross-border co-operation to enhance effectiveness in combating organised and other serious crime leading to an increase in serious crime prosecutions in each country;</p> <p>A.3 To develop and implement mechanisms and models and undertake capacity building to reduce the burden on courts and prisons, including through inter-agency co-operation;</p> <p>A.4 To enhance capacity and commitment to integrate marginalised and minority groups in general in order to meet international human rights standards and safeguard the rights of vulnerable communities in the justice system</p> <p>A.5 To improve frameworks to facilitate free and fair elections.</p> <p>A.6 To support key non-governmental stakeholders so that they are demonstrably willing and able to contribute to the promotion of human rights and to the success of the EU integration process in their respective countries.</p>
Democratic Institutions and Processes	<p><b>B. To establish and promote proper functioning core institutions necessary for democratic governance and economic reform in the Western Balkans and Turkey</b></p>	<p><b>...through enabling democratic reforms:</b></p> <p>B.1. To support the implementation of approximately 5 significant and relevant reforms across our 7 countries each year.</p> <p><b>...building institutional &amp; administrative capacity:</b></p> <p>B.2 To review the scale and organisation of Beneficiary Country's human and financial resources and put in place strong systems for strategic direction and communication at central, regional and local level.</p> <p>B.3 To increase structures, mechanisms and skills (which draw on UK best practice) to support an effective and politically neutral civil service. These include transparent recruiting on the basis of merit, strengthened business planning and performance management systems and effective financial and HR</p>

		<p>management;</p> <p>B.4 To establish and bring into operation best practice models or policy-making, service delivery and performance measurement - all key areas of public administration.</p> <p>B.5 To put in place structures, mechanisms and skills for the planning and co-ordination of the EU integration process. These include developing capacity in local and regional authorities to improve their chances of gaining access to, and effectively deploying, EU funds;</p> <p><b>...and promoting greater accountability and transparency</b></p> <p>B.6 To establish legal and institutional checks and balances in support of greater transparency in policy-making and implementation;</p> <p>B.7 To support the development and deployment of mechanisms and skills to enable citizens to engage with elected political representatives and so participate in local and national political processes, supporting countries increase their ranking in the Transparency International index;</p> <p>B.8 To improve media capacity to act as an agent for transparency and accountability; including activity in support of media freedom and wider freedom of expression.</p>
Economic Governance and Development	<p><b>C. To support economic and financial reforms in the Western Balkans which spur the development of inclusive, rules-based market economies that meet the conditions for Enlargement.</b></p>	<p>C.1 To update financial management procedures and support more rigorous economic policy-making to reduce fraud, corruption and waste, increase transparency and confidence in public sector economic decisions, and prioritise the allocation of resources appropriately, at both national and sub-national levels;</p> <p>C.2 To support reforms that ensure a rules-based system for economic operators by increasing legal certainty, improving access to timely adjudication of disputes, and demarcating the roles of economic and political power.</p> <p>C.3 To support the business environment through facilitating the robust evaluation of the cost and benefits of existing and proposed regulation,</p>

		<p>simplifying the administrative procedures for opening, running and closing a business, and developing a healthy and inclusive role for the business community in the policy-making process, both nationally and at local level. We will use progress in the World Bank Ease of doing business ranking to measure success.</p> <p>C.4. To strengthen labour markets and reduce emigration push factors, by helping lower barriers to hiring, facilitating the transition of workers from the informal to the formal sector, supporting the provision of education and skills relevant to labour market needs at all levels, and encouraging and supporting entrepreneurship</p>
<b>Programme Delivery Indicators</b>		<p>i). <u>Demonstrable Impact</u></p> <ul style="list-style-type: none"> <li>- 80% of projects operating at the policy-making level, influencing the development of policy or the public and media debate;</li> <li>- 30% of projects have the involvement or active participation of PAGs (to be assisted by better targeting of input from PAG representatives);</li> </ul> <p>ii). <u>Leveraging</u></p> <ul style="list-style-type: none"> <li>- Follow up projects funded by host governments or other donors should seek to leverage as much funding as possible-equating to 100% of the value of the original RE project where viable;</li> <li>- 70% of project bids should provide clear evidence of how the project fits into future EU funding plans and therefore has the potential to leverage IPA (EU) funds on behalf of HMG after project completion;</li> <li>- 100% of successful project bids demonstrate: <ul style="list-style-type: none"> <li>(a) evidence of consultation with other donors; and</li> <li>(b) provision for sustainability.</li> </ul> </li> </ul> <p>iii). <u>Strategic Ambition</u></p> <ul style="list-style-type: none"> <li>- 100% of projects work to support Posts'</li> </ul>

	<p>Country Business Plans and enhance the UK's overall diplomatic effort;</p> <ul style="list-style-type: none"><li>- 75% of projects to engage host government Ministers.</li></ul>
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