

2004 - 2005

WILTON PARK

ANNUAL REPORT
& ACCOUNTS



WILTON PARK
EXECUTIVE AGENCY

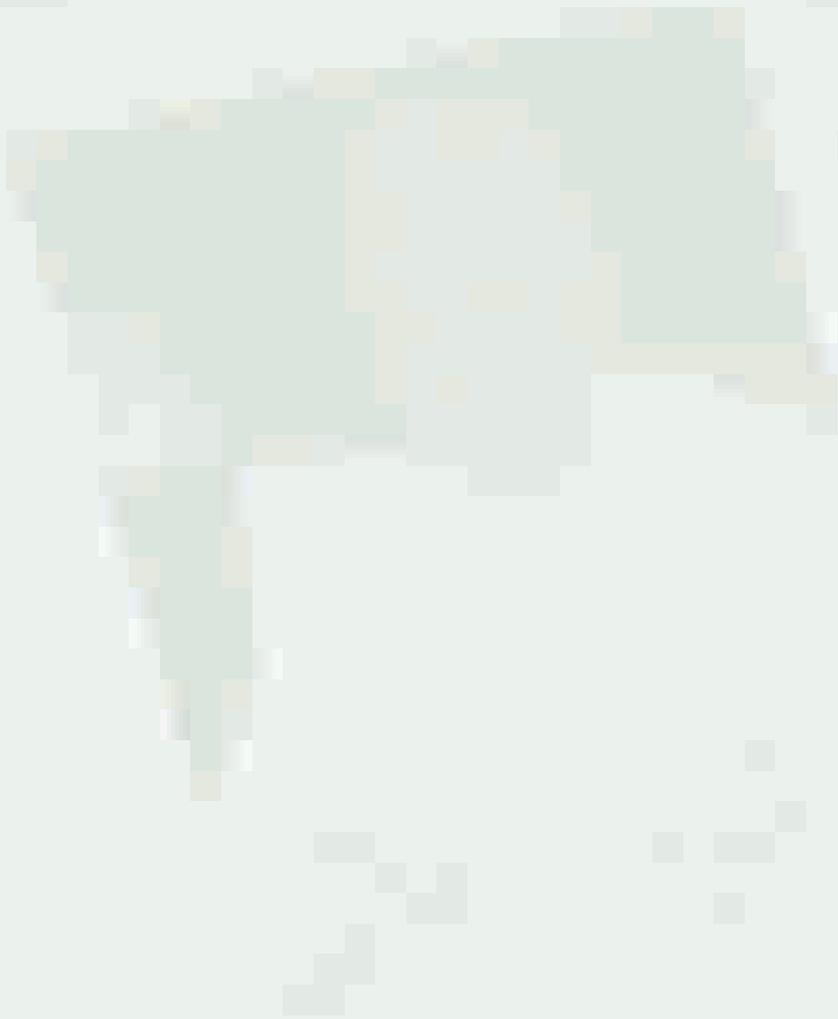
AN EXECUTIVE
AGENCY OF THE
FOREIGN &
COMMONWEALTH OFFICE

ANNUAL REPORT
AND ACCOUNTS

2004/05

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Wilton Park's Management Team



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Personnel Officer

Wilton Park's Role Today

The importance of building bridges between policy makers and opinion formers from different parts of the world is self evident in today's fractious world. Despite the ease of modern communication, misunderstandings and false perceptions can be acute, and the scope for conflict, economic underperformance, public disenchantment and continued deprivation remains far too high in most parts of the world.

The personal contact which Wilton Park provides can make a real difference by clarifying the concerns and aspirations of others, identifying scope for policy breakthroughs and correcting distorted perceptions. The conferences feed actively into efforts at conflict prevention and reconstruction, and other policies of key global and European importance. Our job is to make sure that each conference makes a real impact.

Established in 1946 as part of an initiative by Winston Churchill to help re-establish peace and democracy in Europe, Wilton Park is an academically independent Executive Agency of the Foreign & Commonwealth Office (FCO) and nowadays one of the world's leading institutions for in-depth discussion of policy challenges.

About sixty 2-3½ day conferences are organised each year, with reports published on each. Each conference brings together 50-70 participants from government and the wider community. Our distinctive conference format and inclusive, off-the-record style promote clear analysis of latest developments, sharing of varying perspectives, and new ideas on the best ways forward. We also add an extra dimension by:

- ◆ engaging authoritative speakers in off the record and in-depth discussion of key policy needs
- ◆ attracting participants from government (in particular) and from business, politics, the media, non-governmental organisations, think tanks and universities
- ◆ involving a wide range of nationalities
- ◆ providing a calm, residential environment to stimulate thought and effective networking
- ◆ programming significant networking time into all our conferences
- ◆ facilitating continued contact among participants.

In the 2004/05 financial year 3,704 people participated in 58 Wilton Park conferences. The Agency's income was £3,683,000. In 2005 the charge for participation throughout a 3½ day conference, including all food, 4 nights' accommodation and conference services, is £1,250. A greatly reduced charge is often available for those unable to pay the full amount e.g. from academic institutions, NGOs, non-OECD countries, or from Central Europe.

Wilton Park is underwritten financially by the FCO, which also provides invaluable advice and contacts. In 2004/05 the Agency raised 97.4% of its running costs from conference charges, sponsorship by the FCO and other bodies, and hire of the facility. Its capital expenditure was provided by the FCO, who also underwrote the remaining 2.6% of running costs.

Wilton Park makes a direct contribution to the FCO's strategic priorities by organising conferences on key EU and international policies, including security and arms control, economic and social policy, conflict prevention, governance, globalisation, sustainable development and the environment. Wilton Park thereby enhances the UK's reputation for seeking to resolve international problems through dialogue and contributes to the FCO's network of political relationships and influence with overseas opinion formers.

Wilton Park's academic independence is guaranteed by an Academic Council of distinguished figures from a range of professions in Britain and by an International Advisory Council of the OECD Ambassadors and High Commissioners based in London.

The Chief Executive's report describes the wide range policy challenges addressed by Wilton Park's conferences and other notable activities during the April 2004 to March 2005 financial year.

State Building: Creating an identity and building capacity

- ◆ Our conference in March 2005 brought together policy-making, humanitarian and security sectors to analyse the experience of recent interventions in Iraq, Afghanistan, Africa and the Balkans, in particular, and to draw together policy lessons for the future. In the aftermath of the High Level Panel's report to the UN Secretary General, setting achievable timescales and clear priorities for state building were deemed essential. Resources have to be allocated fairly and transparently. This is a vital component for building confidence in new legal, legislative and executive structures. Their credibility and effectiveness rests on being run with strict accountability from the start. Maximising local involvement and minimising that of the international community, whenever feasible, is the lynchpin of sustainable transition.



“
It was a pleasure to have a chance to discuss the work on crisis prevention and response. I would very much like to remain engaged with Wilton Park on these and similar topics.

Ameen Jan, Prime Minister's Strategy Unit,
London





Support for Wilton Park Conferences

Many prominent organisations provided invaluable financial and other support for Wilton Park conferences in the 2004/05 financial year, amounting to £1,695,000 in financial terms. Nearly all such financial support is used to fund the attendance of participants from developing countries or NGOs, or to host Wilton Park conferences outside the UK. In 2004/05 the following public and private institutions from around the world supported the conferences:

British Government Departments

Department for International Development
 Department of Trade and Industry
 Foreign & Commonwealth Office
 HM Treasury
 Ministry of Defence

Other Governments

Dutch Directorate-General for Environmental Protection
 Dutch Ministry of Foreign Affairs
 Dutch Ministry of Economic Affairs
 Foreign Affairs Canada
 Ministry of European Integration of the Republic of Croatia
 Ministry of European Integration, Romania
 Ministry of Foreign Affairs, Romania
 Maltese Ministry of Foreign Affairs
 Norwegian Agency for Development Cooperation
 Royal Ministry of Foreign Affairs, Norway
 Sandia National Laboratories
 Swedish Ministry of Foreign Affairs
 Swiss Federal Department of Foreign Affairs
 Swiss Agency for Development and Cooperation
 US Department of State
 US Agency for International Development
 US Embassy, London
 US Mission to NATO

International/Multinational Organisations

Asian Development Bank
 Commonwealth Parliamentary Association
 European Commission
 InWEnt – Capacity Building International, Bonn
 International Centre for Transitional Justice, New York
 NATO
 UN Office for the Coordination of Humanitarian Affairs (OCHA)
 United Nations Environment Programme
 United Nations University, Tokyo
 United Nations Office for West Africa
 World Bank
 World Bank Institute

Business Sponsors

BP
 Deutsche Bank
 McDonalds UK
 Science Applications International Corporation
 Standard Chartered Bank
 Virgin Atlantic

Corporate Members

BAE SYSTEMS
 BG Group
 British Sugar
 BT
 Diageo
 The D Group
 Rio Tinto
 RWE Thames Water
 Science Applications International Corporation
 Shell
 Standard & Poor's



Foundations

Asia Foundation
Beckley Foundation
Carnegie Corporation of New York
Bill and Melinda Gates Foundation
Eurisc Foundation
Ford Foundation, Beijing
The Sir Heinz Koeppler Trust
MBI Foundation
Open Society Institute

Other British Organisations

British Council
British Red Cross
Centre for European Reform
DrugScope
Europe 2000
European Financial Forum
Foreign Policy Centre
GAP Activity Projects
German British Forum
China Policy Institute, University
of Nottingham
The Nuffield trust
OXFAM
Westminster Foundation for
Democracy

Other International Support

Adelphi Research, Berlin
Bundesbank, Frankfurt
Deutsches Aktieninstitut, Germany
European Stability Initiative (ESI)
Euroforum, Spain
Chemical and Biological Arms
Control Institute, US
China Centre for Comparative
Politics and Economics, Beijing
Federation of European Securities
Exchanges
Fritz Institute
Global Fund to fight AIDS, TB and
Malaria
Gorée Institute, Senegal
Harvard Black Sea Security
Program, Kennedy School of
Government
Institute for Global Health,
University of California, San
Francisco
Mediterranean Academy of
Diplomatic Studies, Malta
North-South Institute, Ottawa
Parliamentary Centre, Ottawa
Paris Europlace
RAND Europe
South Asia Centre for Policy
Studies, Dhaka
St Alban's School, Washington DC
Swiss Wilton Park Association
Transnational Institute
United States Institute of Peace,
Washington DC
Woodrow Wilson International
Centre for Scholars, Washington
DC



**Our joint initiative
was so welcomed by
participants, a number
of whom have
commented to me on
the richness of the
discussions....it is an
honour for us that
Wilton Park's first
conference in sub-
Saharan Africa was
organized together
with UNOWA.**

Ahmedou Ould-Abdallah, Special
Representative of the Secretary General,
United Nations Office for West Africa



Chief Executive's Report on the 2004/2005 Financial Year



Colin Jennings,
Chief Executive, Wilton Park



The struggle is my life.

Nelson Mandela



Highlights

This was a year of exceptional activity reflecting the high demand for discussion of better ways of tackling the many challenges facing the world today. Highlights included:

- ◆ 9 more Wilton Park conferences held than ever before
- ◆ 590 more people participating in the conferences than ever before
- ◆ the first ever conferences held in the Arab world and in sub-Saharan Africa
- ◆ continued high ratings from participants of the value of the conferences
- ◆ over half the participants again working for governments
- ◆ a notable increase in participants from the Arab world
- ◆ continued strong partnership both with our own and with other governments and institutions, with a record level of 43% of financial support coming from outside the UK.

These record levels of activity were achieved through outstanding commitment by the Agency's staff, which enabled us to cope with some key staff shortages at peak times, and careful management of resources in a particularly challenging financial climate. The priority we give to nurturing and motivating our staff was recognised by the award for the third time of the "Investors in People" standard during the year. A new strategy was also produced to strengthen the Agency's financial base by reorganising its management structure to provide more capability for developing new partnerships and organising conferences.

In a year when international attention remained focused on Iraq and on political and economic reform in the Arab world, we organised six conferences on key challenges facing the region as well as one on the radicalisation of Muslim youth in Europe. The conferences addressed economic and political reform in the Arab world, the challenges of rebuilding trust between the Muslim world and the West (held in Egypt), the EU's links with its southern neighbours and the prospects for Libya and Iran.



In addition Wilton Park continued to develop its programmes on the reform and development of the European Union and NATO; governance and democracy; sustainable development; fairer world trade and more responsible capital markets; conflict prevention and management; counter-terrorism and non-proliferation; the political and economic needs of South East Europe, especially Kosovo; and other geographically focused conferences on China, North East Asia as a whole, Russia, Ukraine, Africa, South Asia, Latin America and Cyprus.

We also again organised three events for younger people: the British German Forum bringing together younger leaders from Britain and Germany (running since 1986), the 5th South Asia Forum for 25-40 year olds from the region, and the second Atlantic Youth Forum for 18-22 year olds from the US, Canada and Europe.

A full list of the 58 conferences held during the year is given later in this Report.

Impact of the Conferences

For the first time, over half (57%) of our conferences were restricted to a maximum of two and a half days this year to limit pressure on the time of busy people. The 25 fuller length conferences (at up to 3½ days) nonetheless remained popular.

In today's demanding world, it is vital that all our conferences add real value for those attending and contribute as directly as possible to improved policies. The length and structure of each conference need to be carefully judged to ensure the optimum balance between collective and individual discussion, attracting influential participation and allowing enough time to develop personal contacts, which has long been one of Wilton Park's strongest benefits.

(l-r) Catherine Laidlaw, United Kingdom, Sonay Kanber, Turkey, Hannah Jones, USA, Iuliana Balan, Romania



(l-r) Claire Hickson, Theme Manager, Peace and Security – Commission for Africa, Department for International Development, London, Medard Mulangala Lwakabwanga, Member of Parliament, National Assembly, Democratic Republic Of Congo



(l-r) Rasheed Draman, Programme Coordinator – Poverty Reduction, Parliamentary Centre, Ghana, Ahmedou Ould-Abdallah, UN Special Representative for West Africa, Dakar



(l-r) Huang Ping, Director General, Bureau for International Co-operation, Chinese Academy of Social Sciences, Beijing, Li Luoli, Vice Chairman and President, China Development Institute, Shenzhen, Ding Yuan-Zhu, Director, Academy of Macroeconomic Research, National Development and Reform, Beijing University, Wang Rong, Associate Professor, Graduate School of Education, Beijing University



Participants again rated the value of this year's conference programmes and discussion highly, with 54.5% of respondents rating the programmes as "excellent" and 53.2% rating the discussions as "excellent". These ratings were somewhat lower than the previous year's record ratings of 57.9% and 54.3% respectively. Given that the academic team was understaffed for most of the year and that 3 more conferences were held than originally planned, this nonetheless represented a strong performance. Some of the comments quoted in this Annual Report illustrate the exceptional value which participants again gained from Wilton Park's conferences.

Nine conference programmes had an excellent rating of over 70%:

- ◆ WP758 Environment, Development And Sustainable Peace: Finding Paths To Environmental Peacemaking – 93.3%
- ◆ WP772 NATO: What Place For The Enlarged Alliance In Dealing With New Threats? – 85.7%

The European Union



Ivo Sanader,
Prime Minister,
Government of
Croatia

- ◆ The development of European Union policies and institutions remains at the heart of many Wilton Park conferences. This year our conferences on the **prospects for ratification of the constitutional treaty (CT)** in October 2004 and February 2005 saw the ratification process as a defining moment for the EU. Most present believed not all member states would ratify the CT. It was argued that citizens in public referenda often vote for reasons that have little relation to the question posed. However, some hoped that a well-focused campaign could bring the claims of the competing sides under close media and public scrutiny, thus exposing inaccurate or exaggerated claims. It was predicted that a "no" vote in the June 2005 French referendum would effectively kill the CT, given France's role as a large founding EU member state and leading advocate of integration. Whether or not the CT were ratified, moves to form a 'core Europe' could not be ruled out.
- ◆ Two Wilton Park conferences on **Reforming Europe's Economy** were held, in May 2004 with the German Bundesbank near Frankfurt am Main and in February 2005 with the Dutch Ministries of Foreign Affairs and Economic Affairs in Rotterdam. Both identified economic reform, particularly in major Eurozone economies, as an urgent priority. EU growth levels continue to lag behind those of the US, and China and India are increasingly competing in high quality products. The ageing of EU populations is creating a major drag on the EU's growth potential.



- ◆ WP748 Financing Politics, Curbing Corruption and Parliamentary Ethics – 80%
- ◆ WP762 What Are The Prospects For South Asian Regional Economic Cooperation? – 80%
- ◆ WPS05/2 Kosovo: Economic Development – 76.7%
- ◆ WP749 The New South East Europe: The Next Enlargement (in Dubrovnik) – 75%
- ◆ WP751 Scaling Up Health Investments In Developing Countries: Lessons About What Works – 73%
- ◆ WP767 China's Future: Maintaining Competitiveness In A Changing Society – 70.4%
- ◆ WP773 Ukraine: The Prospects – 70.3%

We have again sought to capture and disseminate the key points made in our discussions by publishing reports on all main conferences on our website, together with the remarks of some senior speakers when these are on the record.



Radmila Šekerinska,
Deputy Prime Minister
of Macedonia



(l-r) Colin Jennings, Chief
Executive, Wilton Park and Kolinda
Grabar Kitarovic, Minister of
European Integration, Croatia

Without deeper reforms, member state public finances will deteriorate further and Europe's social model will no longer be sustainable. The Lisbon agenda, launched in 2000 to improve competitiveness, has been regarded as unsuccessful due to lack of political will, multiplicity of actors, and lack of focus. It should, therefore, be re-launched and refocused.

- ◆ The next **EU enlargement in South East Europe** was also addressed at our conference held in Dubrovnik in June 2004 in partnership with the Minister of European Integration of Croatia, Kolinda Grabar Kitarovic. The event was opened by Prime Minister Ivo Sanader and Foreign Minister Miomir Zuzul. It brought together European Integration Ministers from all the countries of South East Europe to address the key policy steps. The conference was also combined with an informal Ministerial meeting aimed at boosting regional co-operation on the European integration process. The conference was widely reported in the press and TV in the region.



The presentations were excellent, and the following discussions amongst the participants were both stimulating and thought provoking.

Hamid Ghodse, Professor, St. George's University, London



I thought the conference on Europe beyond the Constitutional Treaty was hugely worthwhile and know that the other participants did too. It was very well organised and chaired.

Anne Pringle, Director Strategy and Information, Foreign & Commonwealth Office, London





excellent programme

of stimulating and

well-informed

speakers.....well

balanced mix of officials,

experts and scholars.

David Yost, Senior Research Fellow,
NATO Defense College



Interaction Between Policy Makers and Opinion Formers

Our conferences have long provided an opportunity for unusually close interaction between government policy makers and non-government opinion formers. There is also a long record of strong government participation. This remained the case in 2004/05, with 53.4% of participants working for governments (compared to 54.8% in the previous year).

National and professional participation in each year's conferences is affected by variations in the choice of themes and overseas venues, but with that caveat the main features in 2004/05 were a significant increase in participation by:

- ◆ experts from think tanks, universities and NGOs
- ◆ Foreign Ministries
- ◆ business
- ◆ and the media

Security and Defence



(l-r) Jared Silberman, Associate Counsel Arms Control, US Navy Office of Strategic Systems Programs, Washington DC, Jackie Sanders, Ambassador; Special Representative of the US President for the Non-Proliferation of Nuclear Weapons, Geneva



(l-r) Sergio Duarte, President of the 2005 NPT Review Conference, Ministry of External Relations, Brazil, Colin Jennings, Chief Executive, Wilton Park

- ◆ Wilton Park's security and defence conferences focused mainly on the challenges associated with international terrorism, the proliferation of weapons of mass destruction, transatlantic differences and emerging new concerns such as the impact of health problems on international security.
- ◆ Our conference in September 2004 focused on **health as a security challenge**. Given the assertion that HIV/AIDS is having an impact in some countries comparable to the Black Death in 14th century Europe, the preservation of the health is increasingly seen as a national security issue. New diseases are emerging for which remedies are unavailable, ineffective, or too costly. Discussion centred on how to take advantage of the current 'window of opportunity' to cooperate effectively at the international level to prevent pandemics. Findings were passed to the WHO and other relevant multilateral and national organisations.
- ◆ Dealing with **international terrorism** through international cooperative measures was the focus of our November 2004 meeting, while more specialised events on countering the use of chemical and biological weapons by terrorists and protecting maritime traffic from terrorism were held in February and March 2005 respectively.



By contrast, there was a drop in participation from politicians and parliamentary officials and from government officials from Ministries dealing with domestic policies.

The significantly increased American participation in the previous year was maintained, with a record 283 US participants. There was also a further welcome increase in German participation to 174 participants, the largest from any European country other than the UK, as well as from the Netherlands, Switzerland and Denmark. Otherwise the spread of national participation was broadly the same as previously once account is taken of variations in theme and venue, with almost three quarters of the participants non-British, over a third from European countries other than the UK, and 23% from developing countries. The overall number of participants of 3,704 was 590 more than ever before.

Full information on the professional and national participation in each conference is provided in the Tables at the end of this Report.



(l-r) Seung-Hwan Kim, Professor of International Affairs, Myongji University, Seoul, Jean-Daniel Praz, Deputy Head of Section, Arms Control and Disarmament, Ministry of Foreign Affairs, Berne

- ◆ Our conferences in September and January examined ways of repairing **transatlantic divisions** arising from the Iraq War, the latter focussing particularly on the future role of NATO and the possible role it could play in the Balkans, the greater Middle East and Central Asia. A renewal of Alliance solidarity is needed if security challenges in these regions are to be met effectively.
- ◆ Maintaining the vitality and viability of international **non-proliferation** regimes remains a priority. We organised several conferences which contributed to preparations for the reviewing of related treaty arrangements concerning nuclear, chemical and biological weapons.

“
I benefited greatly
from the discussions
...congratulations on
assembling an
outstanding collection of
individuals and a highly
successful programme.

R Nicholas Burns, Ambassador, United States
Permanent Representative on the North
Atlantic Council



I'm very impressed

by the efficient

management of Wilton

Park, and the range and

quality of its activities.

Dr Heather Grabbe, Member of Cabinet of
Olli Rehn, European Commission

Overseas Conferences

Wilton Park has held over 40 conferences in other countries since 1988. These conferences are strongly supported by the FCO and British Embassies as a way of manifesting British commitment to achieving progress in particular policy areas. They have proved successful in generating frank discussion and excellent individual interaction and also in attracting high level participation from the region concerned.

In 2004/05 10 such conferences were held overseas, 4 more than ever before, including the first ever held in Germany and also the first ever in the Arab world and in sub-Saharan Africa (in Egypt and Senegal). The conference in Egypt was held with the Swedish Foreign Ministry's new Institute in Alexandria and opened by the Swedish Foreign Minister. We hope that this will be a continuing partnership. Within Europe conferences were held in Switzerland, Croatia, Romania, Spain, Cyprus and the Netherlands in addition to the one with the Bundesbank in Germany. Each of these conferences were hosted by partners based in the countries concerned. We plan to maintain this programme of about 10 overseas conferences a year, including in the Arab world.

Support from the Foreign & Commonwealth Office

The FCO again provided strong support for Wilton Park's conferences during the year. This included advice on overall conference themes and individual programmes and extensive help in generating speakers and participants, especially from other countries.

The FCO also sponsored many conferences in support of achievement of its major strategic priorities. This primarily took the form of helping to fund the travel, accommodation and conference costs of participants from developing countries, NGOs, etc., amounting to £663,000 (£622,000 in the previous year), 42.2% of the total conference sponsorship; strategic sponsorship of £123,000 for Wilton Park's contribution towards the FCO's public diplomacy aims; and £102,000 to underwrite the end-year deficit in revenue. In total, this represented FCO support of £889,000 towards Wilton Park's running costs. The FCO also met the associated non-cash costs arising from capital expenditure, such as depreciation of assets and interest on capital employed, of £574,000.



Support from Other Countries

Partnership with governments and organisations from other countries was again significant during this period, amounting to £674,000 in financial terms. The Norwegian, US, Swiss, Swedish and Canadian governments provided invaluable advice and financial support for a number of conferences. There was also significant support from US, Canadian and German foundations or companies, as well as multinational organisations. In addition, the Swiss, Croatian, Romanian, and Dutch governments hosted the conferences held in their countries, as did the Bundesbank in Germany and Euroforum in Spain.

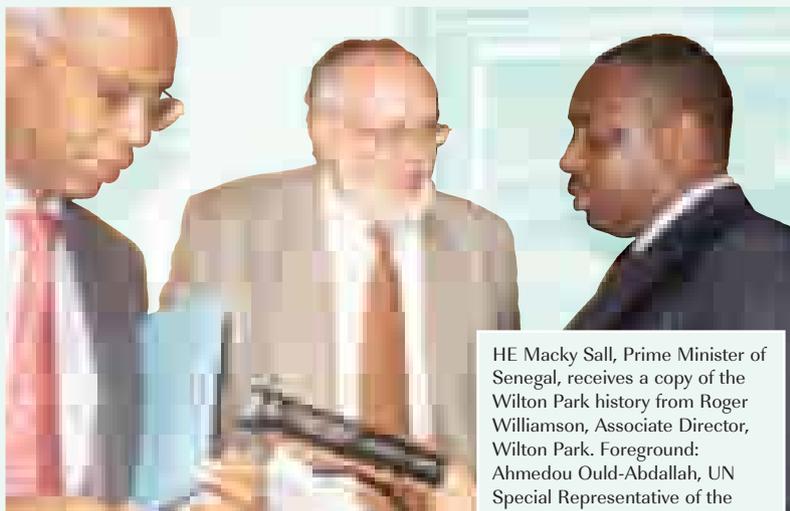
Taken together with £904,000 of payment by non-British participants and £32,000 of commercial income from outside the UK, 43.7% of Wilton Park's income came from outside the UK, more than ever before.



(l-r) Francisco Songane, Minister of Health, Mozambique and Sigrun Møgedal, Senior Executive Adviser, Global Initiatives, Norwegian Agency for Development Co-operation.

First conference in Sub-Saharan Africa

- ◆ In March 2005 Wilton Park coordinated a roundtable on behalf of the United Nations Office for West Africa (UNOWA) in Dakar, Senegal. The conference elaborated a set of proposals to improve **governance, democratic control and transition in the West African region**. The conference was particularly high level, with speakers including Macky Sall, Prime Minister of Senegal; former President of Nigeria, General Yakubu Gowon; Hama Amadou, Prime Minister of Niger and the current Chair of ECOWAS; Ibrahim Gambari, Special Representative for Africa of the UN Secretary General; Francois Fall, former Prime Minister of Guinea; and Amadou Ould-Abdallah, Special Representative of the United Nations Secretary-General for West Africa.



HE Macky Sall, Prime Minister of Senegal, receives a copy of the Wilton Park history from Roger Williamson, Associate Director, Wilton Park. Foreground: Ahmedou Ould-Abdallah, UN Special Representative of the Secretary General for West Africa



a great opportunity for me to deliver a paper on the underlying factors preventing peaceful alternation of power in Africa.

Ibrahim A Gambari, Under-Secretary-General and Special Adviser on Africa, United Nations



(l-r) Baroness Chalker, Chairman, Africa Matters Ltd, London, Yakubu Gowon, former President of Nigeria, Stephen Ellis, Senior Researcher, University of Leiden, Christopher Clapham, Associate, Centre of African Studies, University of Cambridge

Corporate Membership Scheme

As part of the efforts to increase business participation in Wilton Park's conferences, a Corporate Membership scheme was initiated in 2002.

The following companies are currently members of the scheme:

BAE SYSTEMS
BG Group
British Sugar
BT
D Group
Diageo
EDF Energy
Rio Tinto
RWE Thames Water
Science Applications International Corporation
Shell

Promoting Human Rights

“
I left convinced that
Wilton Park is making
an important
contribution to the
policy debates that are
central to our work here
at the United Nations.

Craig G. Mokhiber, Deputy Director,
New York Office of the High Commissioner
for Human Rights, United Nations

- ◆ Two conferences on human rights issues held in January 2005 aimed to contribute to policy development at the annual session of the UN Commission on Human Rights (CHR). **What future policies for protecting human rights?** addressed concerns that human rights are being marginalized in the realpolitik of trade relations and combating terrorism. It also discussed the reform of UN human rights bodies, and proposed replacing the CHR by an expert Council, whose membership is not dependent on UN regional groupings. These ideas were reflected in the UN Secretary General's report to the September summit meeting on UN reform. **Transitional justice and the rule of law in post conflict societies: the role of international actors** examined the international community's experience in helping countries in the transition from conflict to peace. It concluded that impunity still presents an enormous challenge since it undermines peace by generating a sense of insecurity and grievance among victims, which can be used to justify renewed cycles of violence. Building the rule of law also requires an holistic approach to reform of the security sector, involving not only judicial institutions but also the police and prisons. Reforms in these different sectors need to feed into one another; they should not develop at different rates of progress nor in divergent directions.





Combating Disease

- ◆ With large-scale funding now available to tackle HIV/AIDS, TB and malaria key questions about how to spend this money effectively were addressed at the conference on **Health Investments** in June 2004. Senior health representatives from 26 developing countries highlighted the successes they have had so far and the challenges they are facing. Key policy and operational lessons identified included the paramount need for top political ownership in the recipient country; good management is crucial; staff training and retention need to be a major focus (the brain drain to developed countries is devastating public health services in many developing countries); partnerships with the private sector, NGOs and others need to be forged; equity of access is critical. A wide range of lessons about best practice were shared between participants during the conference.

“
the series of conferences
which we have done
together have been a
great success and
achieved a number of
useful outcomes.”

Professor Richard Feachem,
Executive Director, The Global Fund to Fight
AIDS, Tuberculosis and Malaria

(l-r) Richard Feachem, Yitades Gebre, Senior Medical Officer, National HIV/AIDS Prevention and Control, Ministry of Health, Jamaica, Andrew Kitua, Director General, National Institute for Medical Research, Tanzania, Vinand Nantulya, Senior Adviser, The Global Fund to Fight AIDS, Tuberculosis and Malaria, Geneva



(l-r) Innocent Nyaruhirira, Minister for HIV/AIDS, Rwanda, George Rutherford, Director for Global Health, University of California, USA, Gilbert Bukenya, Vice President of Uganda, Sally Stansfield, Associate Director, Global Health Strategies, Bill and Melinda Gates Foundation, USA



(l-r) Anandi Yuvaraj, Programme Officer, India HIV/AIDS Alliance, New Delhi, Stewart Flavell, International Co-ordinator, Global Network of People Living with HIV/AIDS, Netherlands

Muslim Youth in Europe

- ◆ In February 2005 Wilton Park brought the security and policing community together with representatives from the Muslim community to discuss what is causing alienation and extremism amongst a minority of Muslim youth in Europe and how this could be addressed. Whilst police and security forces across Europe remain on high alert over the threat of terrorist attacks it was noted that a range of means needs to be pursued to prevent the radicalisation of the very small minority of the Muslim population who might plan, support, or conduct such attacks. The Muslim communities in Europe already play a critical role in isolating extremists. Young people themselves, who were represented at the conference, and Muslim women could play a central role in this.

(l-r) Tariq Ramadan, Professor of Philosophy, College of Geneva, Switzerland, Abdeslam Maghraoui, Associate Director, United States Institute of Peace, Washington



(l-r) Abdeslam Maghraoui, Associate Director, United States Institute of Peace, Raza Jaffrey, Chairman, Muslim Youth Helpline, London, Muhammad Khan, Lecturer, University of Birmingham, United Kingdom



Iqbal Sacranie, Secretary General, Muslim Council of Britain, London



(l-r) Sri Yunanto, Executive Director, the RIDEP Institute, Jakarta, Indonesia, Robin Hart, Associate Director, Wilton Park



Kosovo

- ◆ As the future of Kosovo became an increasingly important international policy issue following the riots of March 2004, and with the review of Kosovo's future status due in 2005, Wilton Park made **Kosovo's economic crisis** a major priority in a series of high-level policy workshops that engaged both Ministers and top officials from Pristina as well as leading Serb political figures. They discussed the most pressing economic issues with senior policy-makers from UNMIK, the European Union, the World Bank, international development agencies and the major bilateral donors.
- ◆ Our workshop in April 2004, the second in the series, convened just six weeks after the riots, considered detailed new research by the leading European think-tank, the European Stability Initiative (ESI), on the full scale of rural deprivation in Kosovo and the economic vulnerability of the scattered Serbian minority in southern Kosovo, using detailed case studies and a specially commissioned documentary focusing on the future of Mitrovica's mines and metal works, one of the biggest such complexes in Europe. The video documentary was produced by our Director for South East Europe.
- ◆ At our workshop in January 2005, a joint action plan to implement an integrated economic policy for Kosovo was agreed by ministers and officials from the new government of Kosovo (officially the Provisional Institutions of Self Government) together with senior officials from UNMIK, the World Bank and the European Commission, and major bilateral donors. Belgrade was also represented. The plan aims to reduce the duplication and competition between Ministries and between international organisations and to help prioritise economic development priorities. It was endorsed two days later by the Cabinet headed by the then Prime Minister, Ramush Haradinaj.



Misha Glenny, Writer and Broadcaster, SEE Change 2004, Brighton



Lutfi Haziri, Mayor of Gjilan/Cnjilane, President of Municipalities of Kosovo



Goran Bogdanovic, Minister of Agriculture, Forestry and Rural Development, Pristina



Nexhat Daci, President of the Assembly of Kosovo, Pristina

(l-r) Bujar Dugolli, Minister of Trade and Industry, Kosovo, Chris Langdon, Associate Director, Wilton Park, Lutfi Haziri, Minister of Local Government, Kosovo



Wilton Park's Website

Since its creation six years ago Wilton Park's website (www.wiltonpark.org.uk) has developed into a key tool for spreading information about Wilton Park conferences and encouraging two-way interaction with the



international policy community. There has been a steady increase in participants using the website over the last four years. During 2004-05, £138,000 of conference participation income

came through this route (£123,000 in the previous year). In 2001-02 the corresponding amount was £54,000.

As well as all conference reports and programmes the site contains background information about the Agency and its location, information on how to contact its staff and means of applying to participate in conferences on-line. Bookings for the hire of Wiston House when Wilton Park conferences are not in session can also be made via the website.

The website www.wiltonpark.org.uk was re-designed in March 2005 to give added clarity and focus. The site now shows our conferences in nine policy themes and makes it much easier to see the full scope of our policy work. The site is also easier to navigate and illustrates in detail the work of Wilton Park with a wide range of photographs showing discussions at our events at Wiston House and abroad. The website has been designed to make it easier for people to engage with Wilton Park and to take part in our events. The site conforms with Government accessibility guidelines, using the latest XHTML technology.



(l-r) Ghassan Atiyah, Director, Iraq Foundation for Democratic Development, Iraq, Shamlan Al-Essa, Director, Centre for Strategic and Future Studies, Kuwait University, J Scott Carpenter, Deputy Assistant Secretary of State, US Department of State, Washington DC



(l-r) Colin Jennings, Chief Executive, Wilton Park, Laila Freivalds, Minister for Foreign Affairs, Sweden, Jan Henningsson, Director Swedish Institute, Alexandria, Bishop Thomas, Coptic Orthodox, Bishop of El Quesia and Mair, Cairo



(l-r) Bassem Awadallah, Minister of Planning, Jordan, Guy Gantley, Economic Adviser, Middle East/North Africa, Foreign & Commonwealth Office, London



(l-r) Abdul Aziz Abdul Ghani, President, Shura Council, Yemen and Mohammad Bin Issa Al Jaber, Chairman and CEO, MBI International, Saudi Arabia



The Middle East

- ◆ Among conferences focusing on the Middle East, two brought Ministers and senior officials together with civil society representatives to examine economic and political reform respectively: **Economic reform in the Middle East: carrying the agenda forward**, held in September 2004, and **Building participatory governance and representative institutions in the broader Middle East and North Africa**, which took place in March 2005. The issue of governance was seen as key to economic reform. The need to strengthen the incentives, mechanisms and capacities for more accountable and inclusive public institutions was underlined. Capacity building in civil society, in a wide range of non-governmental institutions, including the media and political parties, was also identified as a priority. Reform of education is also critical to moving forward on political and economic agendas.
- ◆ In May 2004 Wilton Park's first conference in the Arab world on **Rebuilding Trust between the Muslim World and the West** was held in Alexandria, Egypt, in partnership with the Swedish Institute there. The opening speaker was the Swedish Foreign Minister, Laila Freivalds, whose predecessor, the late Anna Lindh, had opened the Swedish Institute. The conference agreed that an ethic of reciprocity is needed to protect the substantial minorities of Muslims in the West and Christians in Muslim societies, and to integrate them effectively. Political solutions have to be found to political problems, at international level (the future of Iraq, and Israeli-Palestinian settlement) and at national level (migration policy, protection of human rights, protection of minorities). Economic and human development in Muslim societies should be supported by the West. Investment in human capital, development of "knowledge societies" in the Arabic world and a renewed stress on education and cultural exchange could contribute to a meaningful "dialogue of civilisations".
- ◆ **Protecting civilians in the Israeli-Palestinian conflict** was addressed at our conference in March 2005 held in close collaboration with the leading British NGO, Oxfam. It brought together 42 people from a diverse range of backgrounds to collect a range of practical suggestions to improve the protection of civilians that could form the basis of action on the ground.



(l-r) Rosemarie Forsythe, Senior Government Adviser, Exxon Mobil Corporation, USA, Peter Tejler, Head of Middle East & North Africa, Swedish Ministry of Foreign Affairs, Hassan Chizenga, Secretary of Ulamaa Council, National Muslim Council of Tanzania



(l-r) Abdullah A Alireza, Member, Council of Ministers, Riyadh, Khaled Al-Duwaisan, Ambassador, Embassy of State of Kuwait, London (background) Nicholas Abbott, Regional Expert, Engaging with the Islamic World, British Embassy, Cairo



(l-r) Mutahar Alsaede, Ambassador, Embassy of the Republic of Yemen, London, Lord Denman, Adviser, Merchant Bridge & Co Ltd, London



(l-r) Sherine Choneim, Information and Communications Manager, Global Development Network, Egypt, Abdallah Dardari, Head, State Planning Commission, Syria



(l-r) Patricia Merriman, Fellow Wilton Park International Association; Partner, BWCI Group, John Baguley, Director, International Fundraising Consultancy



(l-r) Fabia Marguerite Midman, NWOD Forum (New World Order Development), Karen and Klaus Becher, Managing Partner, Knowledge and Analysis LLP, Frank Jenkins, Fellow Wilton Park International Association; Senior Vice President and General Manager, Strategies Business Unit, Science Applications International Corporation



(l-r) Rosanne Gomez, and Lindy Davies, wives of Wilton Park International Association members

Wilton Park International Association

Approximately 45,000 people have participated in Wilton Park's conferences since its creation in 1946. This is an invaluable global community with an active interest in the key challenges facing the international community. In June 2003 we initiated a Wilton Park International Association (WPIA), with a modest annual subscription, to promote contact between former participants, the establishment of further national Wilton Park Associations, and continued links with Wilton Park itself. The WPIA has already proved to be a striking success, with an impressive range of former participants joining from all over the world. There are currently 250 members, including the following five Fellows half of whose annual Fellows subscription of £2,000 has been donated to the Koeppler Appeal:

- ◆ Nasser Hamad Al-Khalifa, Ambassador of Qatar in London
- ◆ Frank Jenkins, Group Senior Vice President, Science Applications International Corporation
- ◆ Evelyn Le Chêne, Director, Threat Response International (TRI) Ltd
- ◆ Klaus Leisinger, Executive Director, Novartis Foundation for Sustainable Development
- ◆ Patricia Merriman, Partner, BWCI Group, Guernsey

The terms and benefits of membership are set out on Wilton Park's website.



(l-r) Colin Jennings, Chief Executive, Wilton Park, Richard Mayne, Author of "In Victory, Magnanimity, in Peace, Goodwill", Michael Williams, Special Adviser to the Foreign Secretary, London

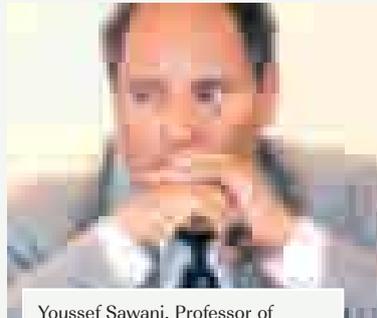


Libya: The Future

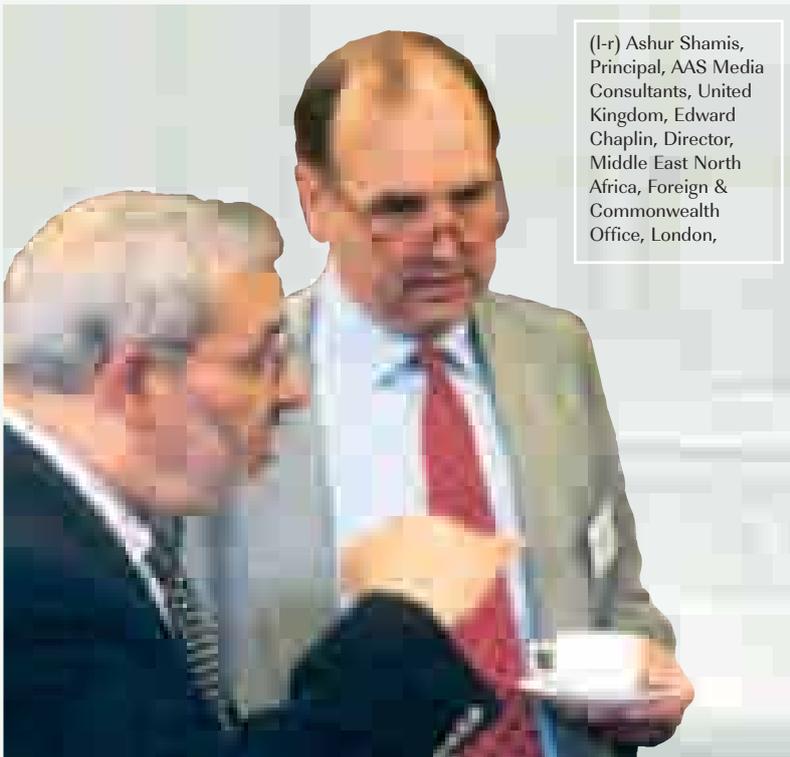
- ◆ Our conference in May 2004 analysed the immediate prospects for Libya's foreign, economic and security policies following the government's decision to abandon WMD programmes. The EU, US, Britain and others had moved swiftly to welcome Libya back into the international fold. Libyans themselves had serious doubts over whether the international rapprochements would be reflected in direct domestic policy reform. But greater economic openness, and interest and investment on the part of Western business – reflected in attendance at the conference – were seen as a key factor that could make the country's administration more effective and transparent. The possibilities for greater cultural and educational exchange would also facilitate this. Tourism was a burgeoning industry that could lead to greater openness in Libyan society.



(l-r) Ali Muhsen Hamid, Ambassador, League of Arab States, London, Mohamed Zahi Mogherbi, Professor of Political Science, Garyounis University, Benghazi



Youssef Sawani, Professor of Politics and International Relations, Al-Fateh University, Tripoli



(l-r) Ashur Shamis, Principal, AAS Media Consultants, United Kingdom, Edward Chaplin, Director, Middle East North Africa, Foreign & Commonwealth Office, London,

“ it was a tremendous success. It was an invaluable opportunity to see the “bigger picture” rather than solely focusing on politics and security - the sessions on economic reform and human rights filled in quite a few gaps in my knowledge.

Daniel Neep, Associate Fellow,
Royal United Services Institute for Defence
and Security Studies



The Koepler Appeal

The Sir Heinz Koepler Trust, a charity which administers the legacy of Wilton Park's founder, launched an Appeal in 2003 for £2 million to enable it to fund the participation of about 50 participants from developing countries every year. Thanks to a generous donation of £150,000 over three years from BP the Appeal has been able to support the participation of 50 participants in each of its first two years. This greatly enhanced the representation of people from poorer countries in six of our conferences, on economic reform in the Middle East, environmental peacemaking, Russia, China, Iran and State Building. FCO Minister Chris Mullin hosted a fundraising dinner for the appeal at Lancaster House in June at which Lord Hurd of Westwell was the guest speaker.

Ukraine: The Prospects

“

The presentations were informative, the debate lively, the company most inspiring and the hospitality outstanding.

Rolf Welberts, Head of Department for Russia, Ukraine, Belarus and Moldova, Federal Foreign Office, Germany

- ◆ The *Orange Revolution* represented a moral regeneration of Ukrainian society but also reflected deep rifts between groups in different parts of the country: those who looked naturally east, to Russia, and those who saw their future linked to the west, and the European Union in particular. Expectations of the new administration, which must try to draw these groups together, are high. The West must recognise that it will be harder to sell painful reforms without a clear reward, such as the prospect of EU membership, in sight. Two possibilities discussed at our conference at the end of January 2005 were formal granting of market economy status to Ukraine, or for the EU to give a clearer indication, than hitherto, that EU membership was a real possibility. Neither would cost the West much, many Ukrainians argued. But withholding them could cost President Yushchenko dear.

”





Quality of Service

We aim to provide high quality service and facilities, not least to promote a positive impression of the UK. Participants again rated the quality of the conference programmes, discussion, administration, service, meals and rooms highly during the year. Most of the ratings were slightly down compared to the previous year, when record levels were achieved for programmes and discussion. Given the combination of staff shortages at some peak times and 590 more participants than ever before, the outcome was nonetheless commendable. The details (with the 2003/04 figures in brackets), based on a similar level of respondents (51.3%) as in the previous year, are:

Programme

54.5% (57.9%) of all respondents judged the programme to be excellent and 39.7% (37.1%) above average.

Discussion

53.2% (54.3%) judged the quality of discussion to be excellent and 38.8% (39.9%) above average.

Conference administration

84.2% (86.5%) judged the administration of the conferences to be excellent and 14.4% (12.6%) above average.

Below average ratings were given by 8 (4) respondents for programmes and by 9 (10) for discussion. 2 (0) respondents described the programme and 5 (0) the discussion as poor. 2 (0) respondents described the administration as below average, none (0) as poor.

Meals

Meals were judged excellent by 61.3% (60.4%) and above average by 30.5% (31.3%).

Service

Service was judged excellent by 81.5% (80.3%) and above average by 16.3% (16.9%).

Rooms

Rooms were judged excellent by 49.5% of respondents (54.6%) and above average by 31% (31%).

Below average ratings were given by 11 (7) for meals and by 3 (5) for service, and 28 (10) respondents for rooms. 1 (1/0) respondent rated their room, meals and service as poor.

Detailed statistics on the quality ratings for each conference are in the tables later in this Annual Report.

Financial Targets and Results

The Agency fell short of covering its running costs by £102,000 (2.7%). This was primarily caused by pressure to reduce the length of conferences. Although 4 extra conferences were organised to minimise this loss (one of which was subsequently postponed to the next financial year), the lead time needed for well-attended conferences meant that it was not feasible to eliminate the shortfall, which was met by the FCO. Our FCO Board has agreed that we should, for the first time, introduce a cancellation policy from April 2005 to minimise losses from unforeseen developments. Pricing policy has also been adjusted to take account of the reduced length of conferences.

Economic cooperation in South Asia



(l-r) Arjun Sengupta, Chairman, Centre for Development and Human Rights, New Delhi, Douglas Alexander, Minister of State for Europe, Foreign & Commonwealth Office, London



- ◆ Political differences between states have bedevilled South Asian regional cooperation. An improved political climate during the last year appeared propitious for advancing the efforts of the South Asian Association for Regional Cooperation (SAARC) to promote stronger economic ties between its member states. A group of senior South Asian policy makers, opinion leaders and corporate sector representatives met in October at Wilton Park in advance of the planned 13th SAARC summit for a conference on **South Asia: what are the benefits of regional economic cooperation?** Detailed proposals were advanced on enhancing trade and investment, energy cooperation, integrating transport and initiating open borders as well as measures for implementing the SAARC Social Charter governments had approved at SAARC's 12th summit. Although the 13th SAARC summit was subsequently postponed, it is due to take place in November 2005.
- ◆ Wilton Park's interest in promoting forward thinking among young persons in South Asia continued in July with the fourth **South Asia Forum**, focusing on **The new security agenda in South Asia**. The non-traditional and human security agenda is extensive, including environmental degradation, resource insecurity, vulnerability to natural disasters, epidemiological threats such as HIV/AIDS, transborder migration and transnational crime. These issues are often neglected by traditional military thinking, but they degrade the quality of life of millions and have repercussions beyond their immediate impact. Some 40 South Asians from the younger generation of policy makers, opinion formers and civil society held frank discussions on what needs to be done to meet these challenges, at the same time establishing contacts and building confidence with counterparts in other South Asian countries.



Overall income was £3,683,000, £48,000 more than the previous year's record level. The amount paid by participants was £1,130,000, a welcome increase of £178,000 over the previous year. At £597,000, commercial letting of Wiston House to other bodies was £56,000 more than the previous year. Total income was 7.6% lower than forecast.

However, careful management of bookings meant that we spent £216,000 less on costs for speakers and participants to attend our conferences than planned. Other running cost expenditure (excluding non-cash costs), was £12,000 (0.3%) over budget, a good outcome given that we held 3 more conferences than originally planned.

To strengthen the Agency's financial base and help develop new partnerships, we commissioned advice from the leading fundraising consultancy, Action Planning, on the prospects for forging new links with US and UK Foundations and companies. This led to a reorganisation of our management structure to provide more capability to develop new partnerships and organise additional conferences.

Targets and Results in 2004/05

- 1 Total income at £3,683,000 was £304,000 below the target of £3,987,000.
- 2 The Excellent rating for programmes was 2.5% below target at 54.5%.
- 3 The Excellent rating for administration was 4.8% below target at 84.2%.

Targets for 2005/06

Our FCO Board has refocused the targets for 2005/6, which are:

- ◆ **Target 1:** Wilton Park conferences should achieve an average "excellent" rating for their programmes higher than the previous financial year's rating of 54.5%.
- ◆ **Target 2:** The impact of Wilton Park conferences on policy and opinion should receive the positive endorsement of its Academic Council and the FCO.
- ◆ **Target 3:** Wilton Park should recover all its running costs from conference and commercial income. Total planned income for 2005/06 is £4,191,000 (compared to £3,683,000 in 2004/05).



**I found the opportunity
to listen to and chat with
speakers of such quality
to be tremendously
beneficial to me.**

Henry Spender, Lockheed Martin STASYS
Limited, Andover, United Kingdom



Security in North East Asia

“
I believe the interaction
was very positive,
and a very good use of
Wilton Park’s unique
atmosphere.”

Scott Snyder, Senior Associate, International
Relations, The Asia Foundation/Pacific Forum
CSIS, Washington DC

- ◆ In October North Korean officials joined their South Korean counterparts and policy makers from China and Japan to discuss ways to **reduce tensions in North East Asia**. Half of the participants were from the region. One participant commented that the conference “brought people together from the places which could hardly happen in a normal circumstance and thus enabled excellent discussions”. Exchanges focused on areas where there is agreement or common interest such as trade and energy co-operation. There are a wealth of ideas and goodwill in the region and broad consensus on the desired end-state – a peaceful, stable, socially just and economically vibrant region. Despite sometimes provocative behaviour and hostile rhetoric no country in the region really believes that its problems can be solved by military means. The region continues to build up the institutional frameworks which could be a valuable way to ensure greater dialogue and co-operation.

(l-r) Bill Rammell, Parliamentary Under-Secretary of State, Foreign & Commonwealth Office, London, Robin Hart, Associate Director, Wilton Park and Young-Kwan Yoon, former Minister Foreign Affairs and Trade, Republic of Korea



(l-r) Kie-Cheon Lee, Deputy Director-General for Policy Planning, Ministry of Foreign Affairs and Trade, Republic of Korea with Ana Ramírez Fueyo, Principal Administrator (China, South East Asia), Council of the European Union, Brussels



(l-r) Auvo Kantanen, Researcher, Defence Forces, Finland, Ik Hwan Hwang, Expert, Institute for Disarmament and Peace and Chun Cuk Kim, Director Europe, Ministry of Foreign Affairs, Democratic Peoples Republic of Korea, Scott Snyder, Senior Associate, International Relations, The Asia Foundation/Pacific Forum CSIS, Washington



Commercial Business

When Wilton Park conferences are not in session, Wiston House is available for use to a range of companies, organisations and individuals running their own events. In 2004/05, 16.2% of the Agency's revenue came from commercial business.

The House and grounds are ideally suited for policy discussion or for training or development events. Customers hiring the facility in 2004/05 included:

Anglo-Irish Encounter
 Financial Services Authority
 Foreign & Commonwealth Office (comprising Assessment and Development Centres, Iraqi Media Commission and management discussions)
 Global Leadership Foundation
 Horsham District Council
 Konrad Adenaur Stiftung
 National Criminal Intelligence Service
 Sandia National Laboratories
 South West Thames Region Orthopaedics
 Sussex Enterprise
 West Sussex County Council

Efficiency Planning

The number of Wilton Park conferences held during 2004/05 produced a record level of activity for the organisation. However, the Agency's running costs were closely managed and kept within budget by focusing on priorities.

Total staff related costs were £66,000 higher than the previous year, a modest increase given annual pay enhancements, increased levels of conference and commercial business activity and additional costs associated with security needs.

In 2005/06, there will be approximately £100,000 of additional costs for the Agency to absorb as a result of additional pension contributions arising from the Principal Civil Service Pension Schemes. Decisions on staff recruitment will continue to be important in the context of the Agency's overall financial position.



**your ever-attentive staff
 looked after us expertly
 – excellent food from
 the kitchens and service
 at the table....efficient
 reception, nicely
 prepared rooms and
 so on. It all helped to
 create just the right
 atmosphere.**

Sir John Shepherd, Secretary General,
 Global Leadership Foundation



Capital investment funds were used to update the Agency's IT infrastructure, in particular the increasing levels of e-mail being handled and the increased extent of data requiring back up. The capital investment programme of recent years in IT and other infrastructure assets, such as significant sums spent in 2004/05 on fire control systems, has contributed to reducing running costs in these areas while maintaining the quality of services on offer.

Further design enhancements were made to the Wilton Park website to encourage increasing levels of conference participation while reducing the extent of administrative maintenance required.

In looking forward, the Agency's plans for increasing levels of conference activity through an additional conference organising team go hand in hand with tight control of expenditure budgets which will effectively be maintained at 2004/05 levels. The Agency has instigated plans to limit commitment of expenditure in certain areas until income generation against target can be assessed with confidence.

Russia: Towards true partnership with the West



(l-r) Sergei Medvedev, Higher School of Economics, Moscow, Adela Gooch, Associate Director, Wilton Park

- ◆ Just a few years ago, in the immediate post-Yeltsin period, the very concept of partnership with the West would have been shrugged off. Now it was deemed a legitimate concern even if Western views, generally less critical of President Putin, contrasted sharply with impatience at the pace of change expressed by Russian commentators. At our conference in October 2004 some feared that the focus on terrorist threats meant Russia was no longer deemed a key international issue. Many Russians had been deeply disturbed at recent internal political developments and were renewing their efforts to ensure conditions for reform were maintained. But haranguing Russia over its "democratic deficit" was often counter-productive. Russians considered themselves a part of Europe and resented what they saw as attempts at "integration without accession" in their relations with the EU. Russian participants stressed that the West needed to stay engaged and that Wilton Park events played an important part in ensuring regular inter-action.



Sustainable Development

Wilton Park's main contribution to sustainable development is through our conferences. During the 2004/05 financial year we organised one major environmental conference, and ensured that the environmental dimension was discussed in a number of other conferences.

The conference on "Environment, Development and Sustainable Peace: Finding Paths to Environmental Peacemaking" took place in September 2004. Klaus Toepfer, Executive Director of the United Nations Environment Programme, outlined interconnections between the issues and UNEP's priorities. He launched a UNEP report *Understanding Environment, Conflict, and Cooperation* written by Wilton Park's international partners for the conference. The conference discussed the policy needs on water, forests, minerals and post-conflict reconstruction. The Secretary of State, Hilary Benn, described the UK Department for International Development (DFID)'s environment and conflict activities, predicting that "with increasing environmental change, we will see more and more people chasing environmental resources across the map." Using examples from the Middle East, Liberia, and the Democratic Republic of Congo, the minister analyzed the role of water, forests, and minerals in some of the most intractable conflicts. "It's clear that it is inevitably the poor who lose out in environmental conflict," he said. Since safety and security necessitates action against poverty, injustice, and inequality, Mr Benn offered four steps towards the goal of sustainable peace:

- ◆ Tackle the underlying sources of conflict, by establishing property rights and responsibilities, introducing mediation early, and encouraging transparency in natural resource management
- ◆ Build or re-establish institutional and regulatory capacity, to set the foundation for sustainable development
- ◆ Increase transparency and accountability in financial management; and
- ◆ Use natural resources as positive assets for economic growth.

Other conferences with a sustainable development dimension included:

- ◆ Making Corporate Governance a Reality (May 2004), with an emphasis on what business is doing and should do on environmental and other standards
- ◆ Economic Policy Choices for Poverty Reduction (June 2004), assessing the sustainable development policy choices facing the least developed countries



Magda Shahin, former Egyptian Assistant Minister for International Economic Relations



(l-r) Pekka Seppälä, Counsellor, Embassy of Finland, Hanoi, Monique Baeriswyl, Legal Adviser, State Secretariat for Economic Affairs, Switzerland



Mingqi Xu, Director Department of International Finance, Institute of World Economy, Shanghai Academy of Social Sciences, China

- ◆ **Scaling Up Health Investments in Developing Countries: Lessons About What Works** (June 2004), which stressed the vital need for a functioning health care system for development
- ◆ **Taking Forward the World Trade Negotiations** (July 2004), which assessed the Doha development round, including prospects for completion and addressing continuing blockages in key areas such as agriculture
- ◆ **The Immediate Response to Disasters: Improving National and International Frameworks** (September 2004), which highlighted the need for, and difficulty in financing, regional early warning systems in e.g. the Indian Ocean and Asian regions before the *tsunami*
- ◆ **Britain and the Overseas Territories: Making Partnership Work** (November 2004), which highlighted difficulties for example for small island states, the advantages and problems of tourism and the difficulty of developing effective sustainable development strategies in such economies
- ◆ **Protection of Civilians: Bridging the Protection Gap** (February 2005), which showed one specific example of a vicious circle in Darfur, Sudan, where the failure to provide efficient wood burning stoves and the know how to build them led to women and girls collecting firewood over an increasingly wide area, with numerous cases of rape being perpetrated and widening circles of environmental devastation
- ◆ **State Building: Creating Structures and Building Capacity** (March 2005), which focused, with specialist case studies, on breaking the cycle of poverty and conflict
- ◆ **Global Public Goods – Towards Concerted Action** (March 2005) was transformed by the partners into a closed expert session to work on later stages of the report of the International Taskforce on Global Public Goods.





Cyprus: the way forward

- ◆ Our first ever conference in Cyprus attracted a wide range of Cypriot and international participation. It concluded that a settlement which could be endorsed by Greek and Turkish Cypriots is undoubtedly achievable. But a future settlement should be accepted by the leaders of both communities before being put to separate referenda to avoid it being seen as externally imposed. It is for the leaders of the two communities to decide when the time is right to re-enter negotiations. In the meantime increased contacts between Greek and Turkish Cypriot politicians, and between Greek Cypriot and Turkish politicians, would be beneficial to help them understand each other's priorities and concerns. Unilateral implementation of steps to increase interaction and cooperation between the two communities, not least to mutual economic advantage, could over time provide fertile ground for successful negotiation of a settlement. The conference produced a list of recommended forms of cooperation and attracted substantial press coverage in Cyprus.

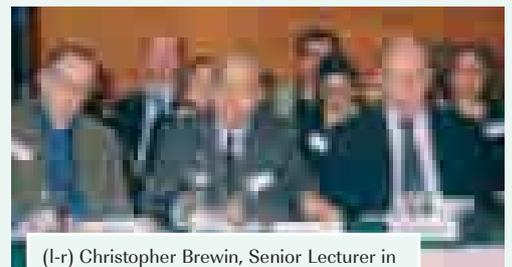


It was an excellent initiative and a very good and useful conference.

George Vassiliou, Former President of the Republic of Cyprus

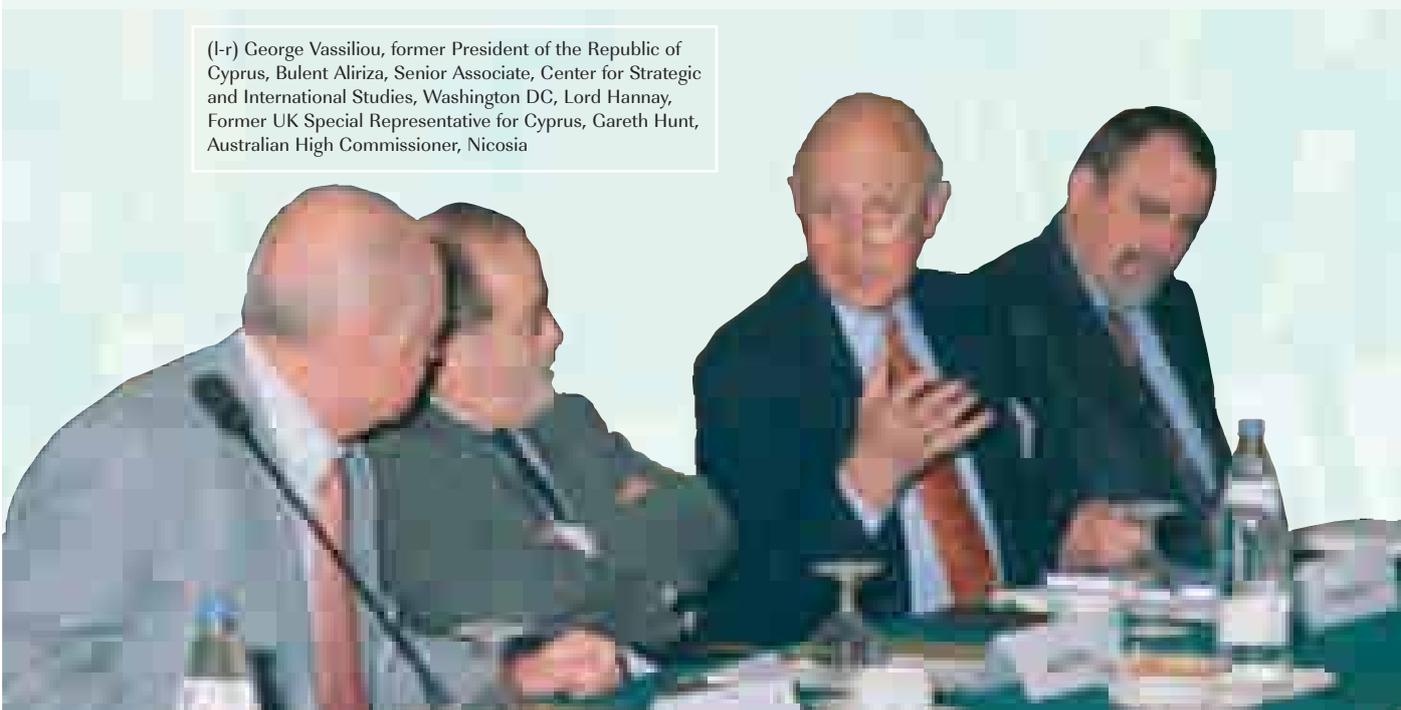


(l-r) Lyn Parker, British High Commissioner, Nicosia, Alexandros Lordos, Researcher, Chania, Crete, Krudet Akay, The Democrat Party, Nicosia, Van Coufoudakis, Rector, Intercollege, Nicosia, Colin Jennings, Chief Executive, Wilton Park, Kutley Erk, Mayor of Nicosia Turkish Municipality, Member of the Central Committee of the Republican Turkish Party (CTP), Nicosia



(l-r) Christopher Brewin, Senior Lecturer in International Relations, Keele University, Joseph Joseph, Jean Monnet Professor in European Foreign and Security Policy, University of Cyprus, Andrew Duff, Vice President, EU-Turkey Joint Parliamentary Committee Member European Parliament

(l-r) George Vassiliou, former President of the Republic of Cyprus, Bulent Aliriza, Senior Associate, Center for Strategic and International Studies, Washington DC, Lord Hannay, Former UK Special Representative for Cyprus, Gareth Hunt, Australian High Commissioner, Nicosia



Atlantic Youth Forum

“

I very much enjoyed the conference. Organizing such youth forums is a great idea. The results will probably not be tangible right away, but helping young people shape their minds and beliefs will most definitely help our society in the years to come.

That is simply a fact.

Luliana Balan, Romania

”



(l-r) Sir David Green, Director General, The British Council, London, Colin Jennings, Chief Executive, Wilton Park



(l-r) Elfekky Agne, Bernard Holloway



(l-r) Gero Elerd and Paul Fischer



(l-r) Lynn Harris, Andrew Rabens



(l-r) front row; Henry Bass, Sophie Holdstock
(l-r) back row; Nava Hinrichs, Ahmet Selim Tekelioglu

- ◆ This second Youth Forum was held in August 2004 and brought together 59 young people in the 18-22 age range from 20 different countries in North America and Europe to exchange views on major political, cultural, social and economic issues facing their countries. The challenges of global security are a major preoccupation of young people on both sides of the Atlantic. Views were divided on whether it was right for the US, Britain, and other members of the coalition to take military action against Iraq. But it was felt that the challenges facing the world today are so great that they can only really only be tackled through UN architecture. There was a strong feeling of injustice that religion has been hijacked for political purposes. The roots of terrorism go very deep. Poverty can be a fertile breeding ground. Terrorism will not be eradicated through the use of military force alone. Participants thought it increasingly untenable that the West lives in a state of affluence while the far greater part of the world lives in a state of poverty. Much can be done to address this, e.g. aid should be used to encourage indigenous processing industries; and people should be intelligent consumers and refuse to buy goods and services from companies that behave in a harmful manner. The Forum again helped to remove negative stereotypes and create lasting contacts.



In addition, sustainable development featured in many of the single-country based conferences.

Wilton Park also has an active programme to contribute to meeting the targets of the Foreign & Commonwealth Office within the Government's Framework for Sustainable Development on the Government Estate.

During the year, we continued our drive to reduce the environmental impact of our operations.

Waste compaction has been introduced which further reduces the volume of materials sent to landfill. This has reduced the number of waste bins emptied each week, the associated transportation costs and impact, and also reduced the Agency's waste management costs.

Wilton Park also moved in year to using the Office of Government Commerce scheme for supply of sustainable electricity to small business. By using electricity generated through renewable sources through a contract with British Gas, Wilton Park is now exempt from the Climate Change Levy.

The environment within which Wilton Park operates also provides an opportunity to implement changes that have a truly sustainable impact. Further progress has been made in moving towards the longer-term aim of a wood fired boiler. Technical viability and suitability has been confirmed, including specification of the relevant boiler type. Associated woodland management and crop productions aspects have been established in conjunction with colleagues from Forestry Research and other woodland management organisations. Outline costs of the project have been established.

Conference Standards of Service Charter

As noted above, the Agency has continued to test the quality of service supplied to customers in Wilton Park conferences. The Agency has a Conference Standards of Service Charter which sets out the standards of service which Wilton Park's conference participants can expect. This is publicly displayed and states that:

"Wilton Park aims to achieve "above average" ratings for service from 95 per cent of its customers, for conference content from 90 per cent and for facilities from 85 per cent. Participants are also invited to suggest ways in which the conferences, service provided or facilities could be improved.

Dissatisfaction with any aspect of the conference centre will be dealt with personally by the Chief Executive. All complaints will receive an initial response within seven days and a detailed response within twenty-eight days.

All staff at Wilton Park have been trained in customer care, always wear name badges and when answering the phone will give their name. Letters to Wilton Park will be replied to on a personal basis.

Information on the Wilton Park calendar conferences is available from the Marketing Executive at Wilton Park. A brochure setting out the facilities available for general hire of the House is also available from Reception.

Wilton Park aims to ensure that all customers in both the public and private sector receive excellent value for money by constantly reviewing and improving the service that it provides, and comparing such service with other establishments operating in the same field."

Iran: Future Prospects

“

The Iranian speakers were excellent clear and precise, I've learned so much and bring home a completely different picture of a complex country.

Dorthe Vaever, Political Analyst, Danish Defence Staff, Denmark

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- ◆ Iran's domestic and foreign policies were examined in November 2004, including Iran's stalled reform process of which there had been high expectations during the second term of President Khatami, and Iran's quest for nuclear power. Conditional engagement with Iran, gradually building up areas of cooperation on the basis of common interests, was seen as the most realistic policy response for the West, notwithstanding lingering doubts about Iran's sincerity to keep to its commitments with the EU3 on suspending its uranium enrichment programme.



Humanitarian Challenges

- ◆ Recognising that humanitarian actors operate in an increasingly risky environment, our conference on **Humanitarian coordination – how does it work? How can it be improved?**, held in Montreux, Switzerland in April 2004 in association with the Swiss Development and Cooperation Agency, brought together two communities which infrequently engage with each other: policy makers and practitioners involved with complex political emergencies, and those dealing with natural (often man-made) disasters. The conference discussed how to prevent erosion of humanitarian principles and strengthen the acceptance of humanitarian action, as well as mainstreaming disaster reduction in the development agenda. Discussions fed into two major UN meetings on humanitarian issues in the following months.
- ◆ As Hurricane Ivan was making its destructive path through the Caribbean and the response effort was being mobilised Wilton Park held a discussion in September 2004 about how the national and international frameworks can be improved in the immediate **response to a natural disaster**. As a result of the discussions the concept of creating a set of “Guiding Principles in disaster response” was initiated as a decisive step for improving efficiency and effectiveness in national and international disaster response. In addition small, identified steps taken by individuals in disaster-prone countries, at a regional level or by the humanitarian response community, can lead to lives being saved and livelihoods protected. Many of those participating were later called to assist in the response to the Asian tsunami.

“
Thank you for organising
this very inspiring
conference on human
rights policies. It gave
me a lot of energy and
ideas.”

Anneke Adema, Head of Human Rights
Department, Ministry of Foreign Affairs,
Netherlands



Conference on Humanitarian coordination
how does it work? how can it be improved?
held in Montreux, Switzerland, April 2004



Wilton Park’s Staff

The Agency’s success is based on high quality staffing at all levels. The Agency was re-accredited as an Investor in People in November 2004, a recognition of the high priority given to the management and training of staff.

We continue to promote and reward team working and performance. The job shadowing scheme has proved highly successful as has the reward scheme, which recognises and rewards staff for outstanding achievements outside their work remit. 18 nominations were received, including 3 for teams, and awards totalling £4,500 were made to 16 members of staff.

Staffing levels decreased from 71 to 70, including 23 part-time staff (the equivalent of 61 full time staff).

This was another busy year in terms of recruitment. Staff turnover increased to 21%, with 15 people leaving and 14 recruited as chefs, kitchen assistants, waiting staff, administrative support and House management. Recruitment is carried out in accordance with the Civil Service Commissioners’ guidance. It is important to recruit staff of the right quality, in keeping with the rules of fair and open competition and selection on merit.

The recruitment figures are shown in the table below:

Grade/Level	Total Recruited	% Female	% Ethnic Minority	% Disabled
B	1	100	0	0
A	13	77	0	0

There were no exceptions to selection by fair and open competition during the year. Wilton Park recognises that making best use of the talents and skills of all our staff makes us more effective and productive. We aim to create and sustain a culture that values and actively supports and promotes diversity. Our policy is to ensure that no employee, or potential employee, should receive unfavourable treatment on any grounds which are not relevant to good employment practice. These grounds include their gender, class, ethnicity, marital status, sexual orientation, age, trade union membership, religious belief, or physical or mental disability. During the year we facilitated an external audit to ensure compliance with the Disability Discrimination Act.

In addition to the recognised trade unions representing staff, we have an active Staff Council which acts as a forum for staff to raise any issues of concern with management. There are also quarterly meetings for all staff to discuss improvement opportunities, performance and future plans.



Training

The strengthening of management skills has continued this year along with the continued development of IT skill. All staff are being encouraged to undertake the European Computer Driving Licence. Health and Safety, customer care and fundraising training has also been undertaken.

Every opportunity is taken to provide staff with the training necessary for improving their performance, closing any skill gaps and for their personal development.



“

Wilton Park conferences

are the best in the world

by a long way. The

administration is superb.

It is possible to arrive from

a “hot spot” like Kosovo or

Iraq and feel instantly that

one can simply relax and

start thinking about the

issues concerned –

confident that food,

accommodation, transport

etc will be both excellent

and effortless.

The mix – Govt/Academic/

UK/Non UK etc is always

stimulating – and most

importantly “non-

threatening” so that one is

able to learn and contribute

without losing face.

Andrew Bearpark, Former Director of
Operations and Infrastructure in the Iraqi
Interim Administration

”

Future Plans and Prospects

While leading Wilton Park over the last nine years I have derived great encouragement from the affection and respect for our work from so many influential people around the world. This speaks volumes for the lasting benefit of our policy exchanges.

None of the 3,700 people who came to our conferences in the 2004/05 financial year had to come. Each chose to leave their busy desks to have an opportunity to stand back, reflect and gain new insights into their area of responsibility.

Over the years it has primarily been word of mouth that has persuaded such busy people to commit precious time away from their offices: they have heard from colleagues or friends that the mix of participants we attract from many countries and the way in which we conduct the discussions makes them uniquely valuable.

Our challenge, as Wilton Park celebrates its 60th anniversary in January 2006, is to maintain that high reputation by making each conference as productive as possible. It's a great motivator.

One of the keys to achieving this is to choose the right themes at the right times. We will continue to work closely with the FCO, our Academic Council and our many conference partners on the optimum choice of conference themes. We will also expand our efforts during the year to develop new partnerships with like-minded Foundations and governments. This will not only help to focus our conferences on the issues that matter but also to achieve strong participation from developing countries, not least in the Arab world – a major priority.





We will look again to organise about 60 conferences including about ten outside the United Kingdom with local partners. We will strengthen and increase the capacity of our conference team to help us achieve high quality events and succeed in meeting our running costs in full following two years of 2-3% deficits.

We will also make active use of the knowledge and ideas of the members of the Wilton Park International Association. Active support will continue to be provided to The Sir Heinz Koepler Trust for the Koepler Appeal to fund more participation from developing countries in Wilton Park conferences.

The aim will again be to achieve a roughly equal balance of government and non-government participation. We will also seek to increase membership of Wilton Park's Corporate Membership scheme, and to make it as useful as possible to members.

Wilton Park has been based at Wiston House since 1950. It has proved to be an outstanding location for relaxed interaction between 60-70 people at any one time. A major priority for the year will be to seek to negotiate a new lease of Wiston House given the expiry of the current 20 year lease in March 2007.

The 2005/06 financial year promises to be highly active for Wilton Park as we strive to ensure that the conferences we organise help policy makers and opinion formers find better ways of tackling the many challenges facing the world today.

Colin Jennings
Chief Executive

Wilton Park's Terms of Reference

Wilton Park's aims and terms of reference are laid down in a Framework Document approved by Ministers in February 2003. The Agency's work is overseen by a Departmental Board of the Foreign & Commonwealth Office, which sets annual financial and quality targets and includes two representatives of the private sector whose role is to balance the FCO appointees and to bring a commercial perspective to Wilton Park's activities. Policies for achieving the targets are considered by an internal Management Board, while the Agency's academic performance is monitored by an Academic Council. The international relevance of the planned conference programme is evaluated by an International Advisory Council.

There were significant changes to these bodies in 2004/05. On the Departmental Board:

- ◆ Anne Pringle became Chair when she became the FCO Director of Strategy and Information in September 2004.
- ◆ Tim Livesey replaced Paul Madden as Assistant Director of the Public Diplomacy Group, which oversees Wilton Park's work for the FCO, in October 2004.
- ◆ Valerie Le Moignan stood down as one of the two private sector members at the January 2005 meeting having been on the Board since its inception in 1991.
- ◆ Alex Jablonowski and Simon Turl were appointed to succeed Valerie Le Moignan and Ruth Watts Davies, who had stood down at the January 2004 Board meeting having also been a member since 1991.

On the Academic Council:

- ◆ Dr Farhan Nizami succeeded Lady Suzanne Warner as Chair at the June 2004 meeting.
- ◆ Dame Veronica Sutherland and Keith Dobson stood down at the November 2004 meeting, and Dr Heather Grabbe subsequently.

The current membership of these bodies is:



Departmental Board
Chair:
Anne Pringle,
Director Strategy & Information, FCO

Members:

Alex Jablonowski, Chief Executive, High Performance Leadership Limited
Simon Turl, Managing Director, Select Service Partner Air, Manchester Airport



(top row l-r) Ray Cunningham, Victor Bulmer-Thomas, Lord Corbett, Colin Jennings, Peter Hill
(bottom row l-r) Janusz Heath, Lord Young, Farhan Nizami, Sir Michael Quinlan, Nik Gowing.



Dr Farhan Nizami, Chair of
Wilton Park Academic Council
(ex officio member)

Dominick Chilcott, Director
Europe, FCO

Tim Livesey, Assistant Director
and Head of Public Diplomacy
Group, FCO

Iain Morgan, Head of Resource
Accounting Department, FCO

Peter Hill, Directorate of Strategy
and Information, FCO

Manchula Kuganesan, Resource
Management Officer, Directorate
for Strategy and Information,
FCO

Management Board

Colin Jennings, Chief Executive

Richard Latter, Director

Nicholas Hopkinson, Deputy
Director

Robin Hart, Associate Director

Chris Langdon, Associate Director

Roger Williamson, Associate
Director

Isobelle Jaques, Associate
Director

Tim Willows, Associate Director
(Finance and Management)

Adela Gooch, Associate Director

Klaus Becher, Associate Director

Julia Purcell, Associate Director

Shirley Ellis, Personnel Officer

Jane Rawbone, PA to the Chief
Executive and Secretary to the
Board

Academic Council

Chair: Dr Farhan Nizami,
Director, Oxford Centre for
Islamic Studies

Sir Rodric Braithwaite GCMG,
Chairman of the Russia
Programme of the Centre for
European Reform

Dr David Bryer CMG, Chair of
Oxfam International and Trustee
of Save the Children

Professor Victor Bulmer-Thomas
OBE, Director, Chatham House

Lord Corbett of Castle Vale,
Labour Party parliamentary
representative

Sir Patrick Cormack FSA MP,
Conservative Party parliamentary
representative

Dr Ray Cunningham, Director,
Anglo-German Foundation for
the Study of Industrial Society

Nik Gowing, Journalist and
Broadcaster

Sir David Green KCMG, Director-
General of the British Council

David Heath CBE MP, Liberal
Democrat parliamentary
representative

Janusz Heath, Former Managing
Director, Allianz Specialised
Investments Limited, Allianz
Group

Mary Jo Jacobi, Vice President
Group External Affairs, Shell
International

Professor Anand Menon, Director
European Research Institute,
University of Birmingham

Sir Michael Quinlan GCB, former
Director, The Ditchley
Foundation

Lord Skidelsky, Professor of
Political Economy, University of
Warwick

Lord Young of Norwood Green,
Trade Union Liaison Officer,
Ethical Trading Initiative

The Representative of the
European Commission in the UK,
currently vacant, is also an
ex-officio member.

(Academic Council members do
not receive any remuneration.)

International Advisory Council

The Ambassadors and High
Commissioners to the Court of
St James of the member states of
the Organisation for Economic
Co-operation and Development:

Australia

Austria

Belgium

Canada

Czech Republic

Denmark

Finland

France

Germany

Greece

Hungary

Iceland

Ireland

Italy

Japan

Republic of Korea

Luxembourg

Mexico

The Netherlands

New Zealand

Norway

Poland

Portugal

Slovakia

Spain

Sweden

Switzerland

Turkey

United States of America

The FCO is represented by the
Assistant Director and Head of
Public Diplomacy Group. Wilton
Park provides the secretariat.





Wilton Park Executive Agency

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TABLE 1: SUMMARY INDICATORS:
2004/05 Revenues and Agreed Targets

	REVENUES	FORECAST/TARGET £K	OUT-TURN £K	OVER (+) OR UNDER(-) PERFORMANCE (%)	
	Wilton Park Conference Charges	3,278	2,864		
	Wiston House Commercial Charges	565	597		
	Other Income	144	222		
	Agreed Targets and Results				
1	Total Income	3,987	3,683	(304)	-(7.6%)
2	Cost Recovery	87.7%	84.5%	-(3.2%)	-(3.7%)



TABLE 2: SUMMARY INDICATORS:
Revenue, Expenditure, Net Cost of Output and Recovery Percentage

	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2001/02	2002/03	2003/04	2004/05
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
INCOME	713	791	920	953	1,157	1,325	1,348	1,958	2,105	2,331	2,870	3,210	3,591	3,635	3,683
EXPENDITURE	1,124	1,180	1,299	1,336	1,479	1,591	1,854	2,314	2,516	2,746	3,284	3,682	4,113	4,308	4,359
NET COST OF OUTPUT	411	389	379	383	322	266	506 ^{*1}	356	411	415	414	472	522	673	676
							588 ^{*2}								
RECOVERY PERCENTAGE	63	67	71	71	78.2	83.3	72.7 ^{*1}	84.6	84	85	87.4	87.2	87.3	84.4	84.5
						69.6 ^{*2}									
NO OF PARTICIPANTS (Calendar Year Totals)	685	914	978	1,078	1,363	1,639	1,485	2,029	2,694	2,798	3,093	3,033	n/a	n/a	n/a
COST PER PARTICIPANT	£600	£426	£387	£355	£237	£162	£341 ^{*1}	£175	£157	£148	£134	£156	n/a	n/a	n/a
						£396 ^{*2}									

*1 Before Exceptional Items

*2 After Exceptional Items

* The figure for the number of participants for 1998/99 has been changed to reflect the new policy on recording all conference participants as outlined in the Chief Executive's Report

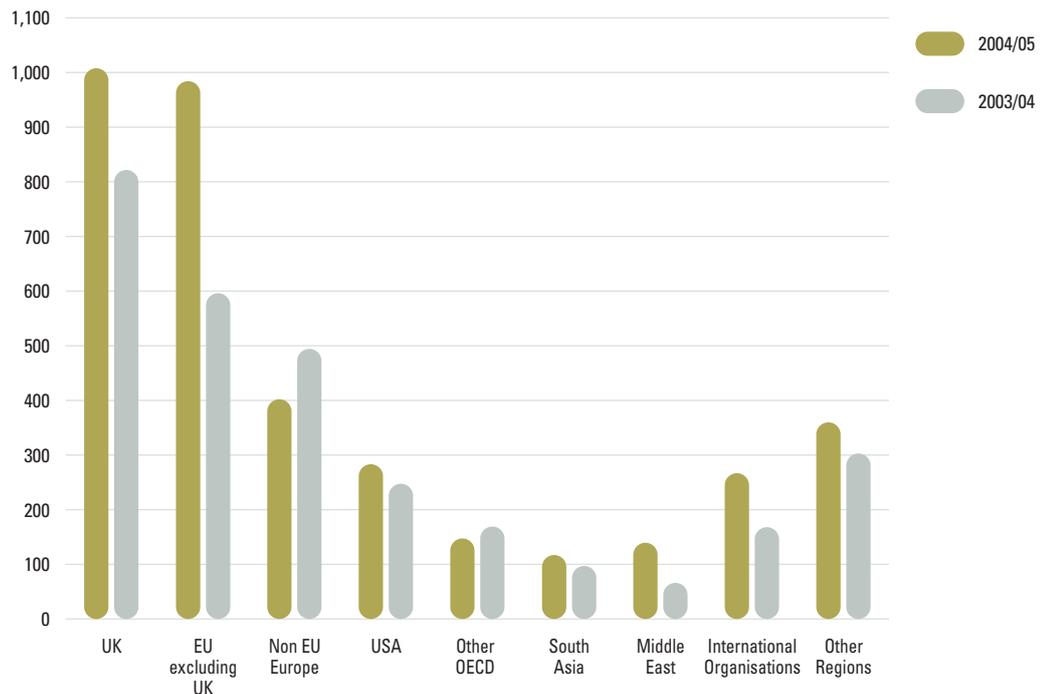
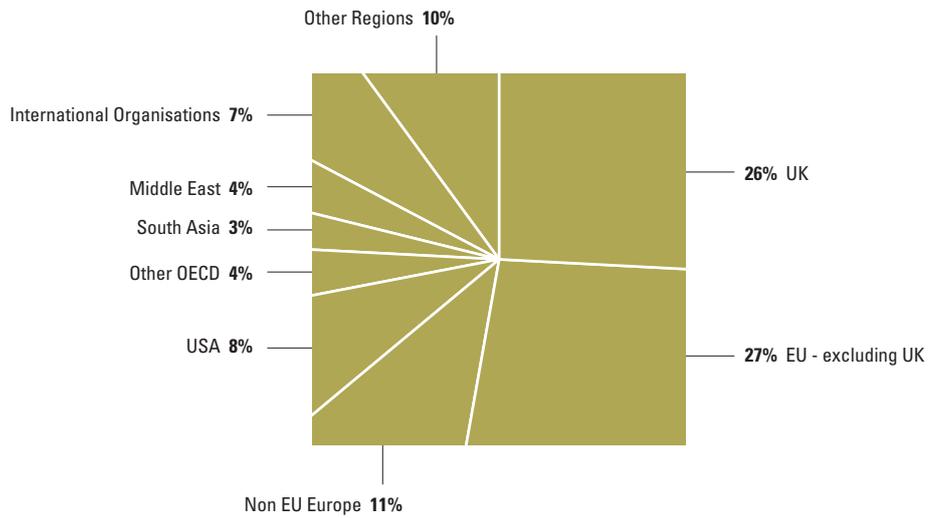
The targets for number of participants and cost per participant were removed from 2002-03

TABLE 3: WILTON PARK CONFERENCES FINANCIAL YEAR 2004/05
Conference Participation and Quality Statistics

Conference	Date	Theme	Number of participants
WPS04/20	2-3 April	First Wilton Park International Association Meeting	53
WPS04/18	14-16 April	Tackling Problem Drug Use	66
WP744	21-23 April	Humanitarian Coordination – How Does It Work? How Can It Be Improved?	79
WPS04/7	22-24 April	Kosovo workshop	56
WP745	3-6 May	Rebuilding Trust Between The Muslim World And The West	43
WP746	10-12 May	Making Corporate Governance A Reality	34
WPS04/24	13-15 May	Libya: The Future	75
WP747	17-19 May	Economic Reform In Europe	70
WPS04/8	24-26 May	European Perspectives On Missile Defence	60
WP748	7-10 June	Financing Politics, Curbing Corruption And Parliamentary Ethics	64
WP749	10-13 June	The New South East Europe: The Next Enlargement	109
WP750	11-14 June	Economic Policy Choices for Poverty Reduction	58
WP751	16-18 June	Scaling Up Health Investments In Developing Countries: Lessons About What Works	72
WP752	28 June-1 July	The New Member States' Impact on the Enlarged EU and Prospects for Further Enlargement	83
WPS04/10	5-8 July	South Asia Forum IV	50
WPS04/11	12-15 July	British-German Forum 2004	70
WP760	16-18 July	Global Europe: Testing The Limits Of Europe's Foreign Strategy	83
WP753	19-22 July	Taking Forward The World Trade Negotiations	78
WP754	26-29 July	Reconciliation And Reconstruction In Africa: Beyond The Peace Agreements	70
WP755	2-6 August	Atlantic Youth Forum 2004	79
WP756	31 Aug-3 Sep	Economic Reform In The Middle East Region: What Needs To Be Done?	58
WPS04/21	10-12 September	Health as a Global Security Challenge	34
WP757	13-15 September	The Immediate Response To Disasters: How Can International Cooperation Be Improved?	45
WP758	16-19 September	Environment, Development And Sustainable Peace: Finding Paths To Environmental Peacemaking	59
WPS04/12	20-23 September	The Future Of Transatlantic Cooperation	40
WP759	4-6 October	Reducing Tension In North East Asia	51
WP761	8-10 October	Chemical And Biological Weapons: Confronting new Challenges	73
WP762	11-13 October	What Are The Prospects For South Asian Regional Economic Cooperation?	43
WP764	18-21 October	Russia: Towards True Partnership With The West	76
WP765	25-27 October	The EU's Constitution: The Prospects for Agreement, Ratification and Implementation	68
WP767	1-4 November	China's Future: Maintaining Competitiveness In A Changing Society	58
WPS04/23	3-5 November	Integrating Europe's Transport Systems	45
WPS04/13	5-6 November	International Rule Making for Global Capital Markets	62
WP768	11-13 November	The Priorities For Justice And Home Affairs In An Enlarged EU	45
WP769	19-21 November	War On Terrorism	74
WPS04/17	22-24 November	Iran: Future Prospects	65
WPS04/14	25-28 November	Britain And The Overseas Territories: Making The Partnership Work	60
WP770	9-12 December	Challenges for Economic and Political Reform in Latin America	59
WP771	13-16 December	Nuclear Non-Proliferation And The 2005 Review Conference – Prospects Following Recent Crises	83
WPS05/23	14-16 January	What Future Policies For Protecting Human Rights?	51
WP772	17-20 January	NATO: What Place For The Enlarged Alliance In Dealing With New Threats?	53
WPS05/1	24-26 January	Transitional Justice And The Rule Of Law In Post Conflict Societies: The Role Of International Actors	69
WPS05/2	28-30 January	Kosovo: Economic Development	49
WP773	31 Jan-3 Feb	Ukraine: The Prospects	87
WPS05/6	4-6 February	Europe Beyond The Constitutional Treaty	46
WPS05/3	7-9 February	Muslim Youth In Europe	92
WPS05/24	7-10 February	Prospects For A Settlement In Cyprus	152
WP766	14-17 February	Protection Of Civilians: The UN "Road Map" And The Reality On The Ground	74
WPS05/5	18-20 February	Chemical And Biological Terrorism: Forging A Response	46
WP774	22-24 February	Reforming Europe's Economy & Securing Global Competitiveness: The Lisbon Agenda & Beyond	79
WPS05/4	3-6 March	Diplomacy Today: Delivering Results In A World Of Changing Priorities	59
WPS05/27	7-8 March	Sovereignty and Transition in West Africa	32
WP779	7-9 March	Building Participatory Governance And Representative Institutions In The Arab World	74
WP775	10-12 March	Nation Building: Creating An Identity And Building Capacity	59
WPS05/7	15-17 March	Protecting Civilians In The Israeli-Palestinian Conflict	41
WP776	15-18 March	The Enlarged EU And Its Southern Neighbours	76
WPS05/22	18-20 March	Maritime Security And International Terrorism: Strengthening The Response	42
WP778	21-23 March	Drug Abuse: How Can It Be Reduced?	67
WP777	29-31 March	Global Public Goods – Towards Concerted Action	6

TABLE 4: WILTON PARK CONFERENCES
Participation by Nationality

2004/05



PARTICIPATION BY NATIONALITY
1 European Union

CONFERENCE	AUSTRIA	BELGIUM	CYPRUS**	CZECH REP**	DENMARK	ESTONIA**	FINLAND	FRANCE	GERMANY	GREECE	HUNGARY**	IRELAND	ITALY	LATVIA**	LITHUANIA**	LUXEMBOURG	MALTA**	NETHERLANDS	POLAND**	PORTUGAL	SLOVAKIA**	SLOVENIA**	SPAIN	SWEDEN	UK	TOTAL EU	
WPS04/20									3			1						1	2				1	1	28	37	
WPS04/18		1		2		2		2	2	1	1		1					7	2	1			1	2	26	51	
WP744	1	2		1	1		1	2										1						1	11	21	
WPS04/7	3						2	1	6	2			1									1		2	9	27	
WP745					2			1											2					6	9	20	
WP746									1	1		1							1					2	19	25	
WPS04/24				1				1				1	2					2		1				1	33	42	
WP747	1		1		2	1	2	1	16	1		1	3					2	2				3	1	21	58	
WPS04/8					6			2	6		1				1			1	2				1	1	15	36	
WP748														1					1				2		9	13	
WP749	2	1			1		1	2	2	1	2	1	1		1			3	1			3		2	17	40	
WP750									1									1							3	5	
WP751								1	3															1	9	14	
WP752					1		1	2	4		1	2	2					4	4		3		1	2	12	39	
WPS04/10																									6	6	
WPS04/11									34																36	70	
WP760	2	2		2	2	1	3	2						1	1			5	1		1	1	2	1	25	52	
WP753	2	1			2	2	3	4	2					1				3	1				1	5	23	50	
WP754					1		2	1	3				1					3		1					20	32	
WP755	1							1	7	2			1	1						1				1	1	27	43
WP756					3				1									1	1						10	16	
WPS04/21							1												2					1	5	9	
WP757					2				1				1	1				1						1	13	20	
WP758					1				7									2						1	17	28	
WPS04/12				1	2		2	2			1	1		2	2		1					2			1	17	
WP759							2	1	2															1	9	15	
WP761	1			4			1	3	3		1							2							14	29	
WP762																									6	6	
WP764	1	1			3	1	1	3	1					2	1			1	1		1	1	1	3	25	46	
WP765	2	1		4	2	2	3	1	5				1	1			1	1	5	2	3	1	1	2	18	56	
WPS04/23					1		1											1	1					22	1	16	43
WPS04/13	1						1	7	9				1			1		4	1				1	1	1	18	45
WP767					1			1	1									3							16	22	
WP768					1	1	2	2	2		1			1	1			1	2	1				2	3	14	34
WP769	2				4			1	3						1	1		5						1	3	20	41
WPS04/17	1				4		2		1				1					3	2					1	2	16	33
WPS04/14								2																		28	30
WP770	1				1		1	3				1						1	1					2	1	17	29
WP771	5				2			1	1							1		4	1					2	16	33	
WPS05/23	1	1			1		1	2	1			2						2	1					2	7	21	
WP772	1	1			2		2	1	4	1	1				2			3	1	1	1	1			7	29	
WPS05/1	2	1		1	1		3	1	1			2						2						1	2	19	36
WPS05/2	2						1	1	2			1				1		1	1					1	12	23	
WP773		2	1				3	2	1		3							1	5		1		2		21	42	
WPS05/6						1	1	2	4	1		1	1													33	44
WPS05/3					8				1	6			1					8						3	2	41	70
WPS05/24	2		60	1	1		4	2	5	5			1					4						1	41	127	
WP766					2				2				1					3	1					2	27	38	
WPS05/5					3			2															1	2	2	15	25
WP774	2				4	1	1	1	3		1	2	3					25	3		1	1		1	19	68	
WPS05/4	1			1				1	3					1							1		1		19	28	
WPS05/27								2																		8	10
WP779					1			1	1				1					1						1	17	23	
WP775		1			1				1									3						1	27	34	
WPS05/7		1											1					1						1	9	13	
WP776		3			3		1	2	2	3			5	1				15	6	2				3	12	58	
WPS05/22					3	1		1	2						3			3							14	27	
WP778				1					2		1		1					6	2	1	1	1		1	21	38	
WP777								1																2	1	4	
Total 04/05**	37	19	62	18	74	15	45	70	174	18	14	13	31	16	13	4	21	134	49	6	13	12	62	64	1,007	1,991	
Total 03/04**	30	14	6	11	47	22	58	62	131	19	11	22	21	10	4	6	7	106	54	4	8	14	43	71	857	1,638	

Total 04/05** includes 10 new EU members from 1 May 2004

Total 03/04** Adjusted to include new EU members for comparison purposes



PARTICIPATION BY NATIONALITY

2 Non-EU Europe

CONFERENCE	ANDORRA	ARMENIA	ALBANIA	BELARUS	BOSNIA AND HERZEGOVINA	BULGARIA	CROATIA	ICELAND	KOSOVO	FYROM	GEORGIA	MOLDOVA	NORWAY	ROMANIA	RUSSIA	SAN MARINO	SERBIA AND MONTENEGRO	SWITZERLAND	TURKEY	UKRAINE	TOTAL NON EU	
WPS04/20					1																4	
WPS04/18																					2	4
WP744																					13	13
WPS04/7			4						8				2								8	23
WP745					2								2									4
WP746															1					1		2
WPS04/24													1		1						1	3
WP747						2								1							1	4
WPS04/8															1						1	2
WP748						1									1						1	3
WP749			3		2	1	37			4			2	2				4	3	1		59
WP750			2										5					1	3			11
WP751											1		2									3
WP752		1				3				1	1		1	26	1			2	1	1		38
WPS04/10																						0
WPS04/11																						0
WP760						1				1			3	1	1					1		8
WP753															1						2	3
WP754																					1	1
WP755									1	1	1		1	1	2			1	1	2	1	12
WP756													1								1	2
WPS04/21																					2	2
WP757																					2	3
WP758																						1
WPS04/12						1								1	1							3
WP759													1									1
WP761													4		6					4		14
WP762																						0
WP764		1									1		3		10					1	1	17
WP765						2							2	1								5
WPS04/23													1									1
WPS04/13																					4	4
WP767													1									1
WP768			1	1			3														1	6
WP769								1					6	2	1			2	3			15
WPS04/17													1								3	5
WPS04/14																						0
WP770																					1	1
WP771				1											1						2	4
WPS05/23								1					3								7	11
WP772		3				2	1			1	1				1		1				2	12
WPS05/1						1					2		1				1	2				7
WPS05/2									14				1					1				16
WP773		1								1			4								1	28
WPS05/6																						0
WPS05/3													1								3	4
WPS05/24													3		5						3	11
WP766													1								2	3
WPS05/5													2								3	5
WP774						1																1
WPS05/4		1					1	1													1	7
WPS05/27																					1	0
WP779																					1	2
WP775		1																			1	2
WPS05/7																					1	1
WP776																					1	1
WPS05/22													4									4
WP778															1						2	4
WP777																						0
Total 04/05	0	8	10	2	5	15	42	3	23	9	7	0	59	35	35	0	22	76	16	34	401	
Total 03/04	1	7	10	12	8	13	17	4	17	14	7	4	69	37	34	0	23	55	37	28	397	

Total 03/04 Adjusted to exclude 10 new EU members for comparison purposes

PARTICIPATION BY NATIONALITY

CONFERENCE	3 Other OECD							4 Other Regions							5 South Asia							
	AUSTRALIA 	CANADA 	JAPAN 	NEW ZEALAND 	USA 	MEXICO 	TOTAL 3	EAST & S. EAST ASIA	CENTRAL ASIA	NORTH AFRICA	SUB SAHARAN AFRICA	CARIBBEAN	LATIN AMERICA 	CHINA 	HONG KONG	TOTAL 4	INDIA 	PAKISTAN 	SRI LANKA 	BANGLADESH 	NEPAL 	TOTAL 5
WPS04/20		2			1		3	1	1			2			4	1						1
WPS04/18					3		3		1	1	1				3							0
WP744	1	3	1		6		11								0	1						1
WPS04/7	2				1		3		1						1							0
WP745		1			1		2	1		2					3	1						1
WP746	1	2			2		5				1		1		2							0
WPS04/24		1	1		4		6			10	1				11	1						1
WP747	1		1	1	1		4								0							0
WPS04/8	1	2			17		20								0							0
WP748	3	4			3		10	3	5		10	3	2		23	2			2	3		7
WP749	1						1								0							0
WP750		6			2		8	3			19	1	2		25	2	5	2				9
WP751		1			14		15	2			21	1	4	1	29	3	1	1	1			6
WP752		2					2				1				1							0
WPS04/10							0		1						1	17	10	5	5	6		43
WPS04/11							0								0							0
WP760	1	4	1		3		9								0							0
WP753		2	1	1	4		8			3	5	1	1	1	11	1	2					3
WP754	1	3	1		3		8			1	23			1	25							0
WP755		3			20		23				1				1							0
WP756		2	1		4		7			6					6	1						1
WPS04/21	1	1			9		11				1		1		2							0
WP757					2		2	1			2	2	1		6	1				1		2
WP758		2			10		12	1			7		2		10		1					1
WPS04/12					14		14								0							0
WP759			4		8		12	14					6		20							0
WP761		1			21		22			2					2							0
WP762							0								0	9	7	4	9	4		33
WP764	1	3	1		3		8						1		1							0
WP765			1		1		2								0							0
WPS04/23							0								0							0
WPS04/13	1	1			6		8								0							0
WP767		1	1	1	2		5	2					24	1	27							0
WP768		2			1		3								0							0
WP769		3			8		11		3	1					4							0
WPS04/17	1	2			6		9				1				1		1					1
WPS04/14							0				28				28							0
WP770					2	2	4				1	1	20		22							0
WP771	1	7		1	20		29	2				1	1	1	4		2		1			3
WPS05/23	2	2			5		9	2				1	1		4							0
WP772					5		5								0							0
WPS05/1		2	1		9		12	5	2	1			1		9							0
WPS05/2					1		1								0							0
WP773	1	6			2		9								0							0
WPS05/6							0								0							0
WPS05/3	1	1			12		14	1			1				2							0
WPS05/24	1	1			4		6								0							0
WP766	1	4			4		9				12				12							0
WPS05/5	1	1	1		10		13								0							0
WP774	1		1		1		3						1		1							0
WPS05/4		6		1	5		12	2			3	2	1		8	1						1
WPS05/27					1		1			1	16				17							0
WP779		3			5		8			5					5							0
WP775	2	2			5		9	2			6	1			9							0
WPS05/7	1	1			4		6								0							0
WP776		1			2		3			5					5	1						1
WPS05/22		1			2		3	1					1	1	3	1						1
WP778	2	1			3		6		4		1	3	4		12	1						1
WP777					1		1								0							0
Total 04/05	30	93	17	5	283	2	430	43	18	38	133	45	43	39	1	360	44	29	14	20	10	117
Total 03/04	30	94	35	8	254	9	430	58	21	9	130	25	29	30	3	305	41	24	18	8	6	97

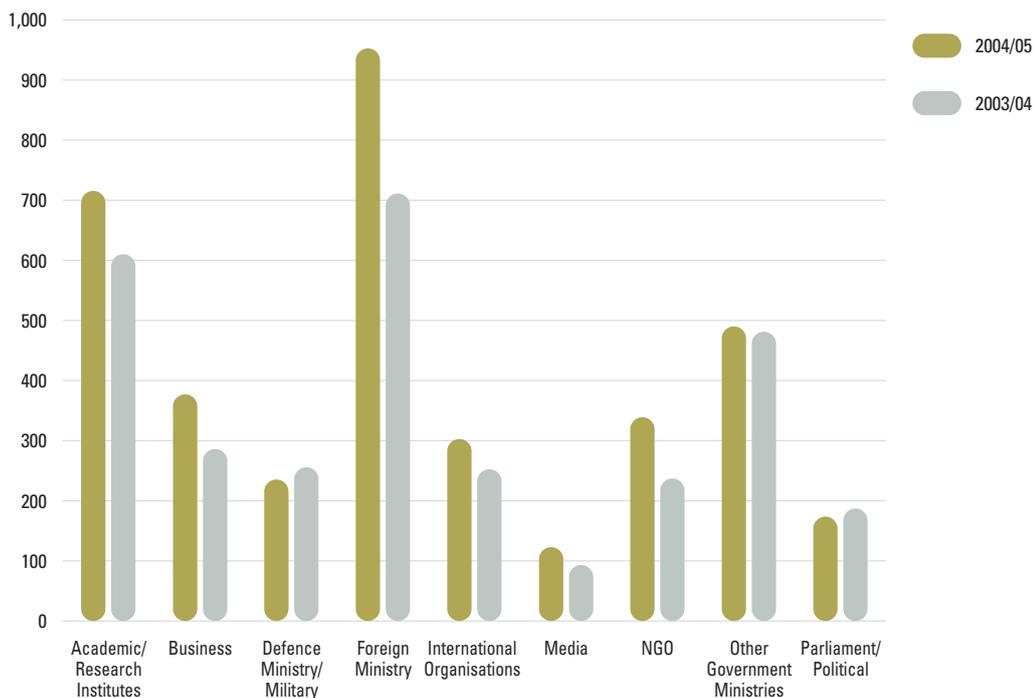
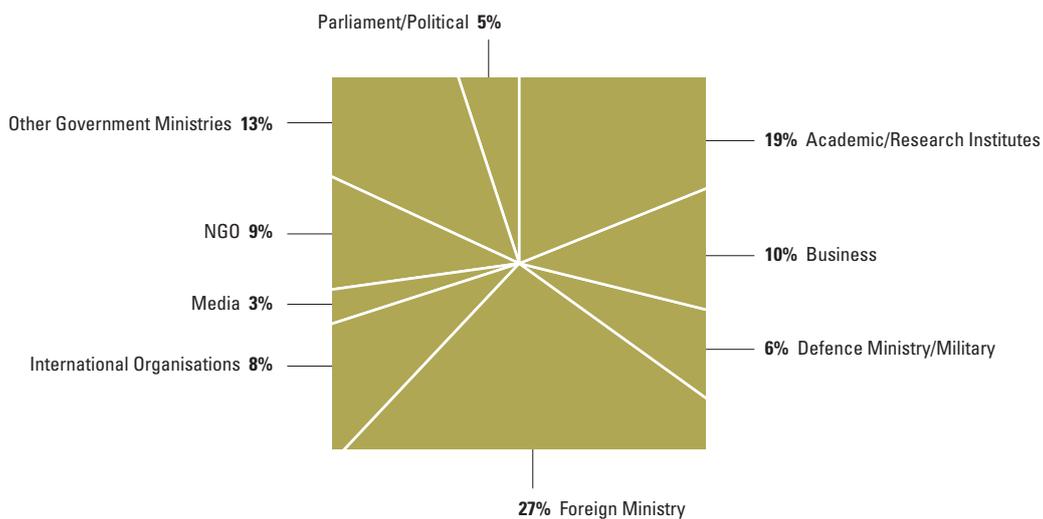


PARTICIPATION BY NATIONALITY

CONFERENCE	6 Middle East													7 Other							TOTAL 1 TO 7			
	IRAN	BAHRAIN	IRAQ	ISRAEL	SAUDI ARABIA	JORDAN	LEBANON	KUWAIT	PALESTINIAN	UAE	OMAN	QATAR	SYRIA	YEMEN	EGYPT	TOTAL 6	U.N	OECD	IMF/WORLD BANK	EU		NATO	OTHER	TOTAL 7
WPS04/20													1		1	2	1			1			2	53
WPS04/18	3															3				1		1	2	66
WP744	1															1	19	1		3	1	8	32	79
WPS04/7																0				2			2	56
WP745									1							8				4			4	43
WP746																0							0	34
WPS04/24				1	3						1			1	2	8				2	1	1	4	75
WP747																0			2	2			4	70
WPS04/8																0					2		2	60
WP748								1								1	1	2				4	7	64
WP749																0				9			9	109
WP750																0							0	58
WP751																0	1		2			2	5	72
WP752																0				2		1	3	83
WPS04/10																0							0	50
WPS04/11																0							0	70
WP760																0				11	1	2	14	83
WP753																0		1		2			3	78
WP754																0				3		1	4	70
WP755																0							0	79
WP756		2	2		4	1	3	3		1	1	1	1		1	20	1	1	1	1	1	1	6	58
WPS04/21	1														1	5	5						5	34
WP757	1		1			1			1							4	6			1		1	8	45
WP758				1												1	3			2		1	6	59
WPS04/12																0				3	3		6	40
WP759																0	1			2			3	51
WP761				1												1				1		3	4	73
WP762																0			2	1		1	4	43
WP764																0		1			3		4	76
WP765																0			1	2		2	5	68
WPS04/23																0	1						1	45
WPS04/13																0			1	1		3	5	62
WP767																0	1			2			3	58
WP768																0	1			1			2	45
WP769																0				2		1	3	74
WPS04/17	11			1	1		1	1								15					1		1	65
WPS04/14																0						2	2	60
WP770																0			1	2			3	59
WP771	1			1												6					3	1	4	83
WPS05/23																0	2			1		3	6	51
WP772																0				1	6		7	53
WPS05/1																0	4			1			5	69
WPS05/2																0	4		3	2			9	49
WP773																0	1	2		3	2		8	87
WPS05/6																0				2			2	46
WPS05/3					1											1	2						0	92
WPS05/24				1												1	2			5			7	152
WP766																0	7					5	12	74
WPS05/5																0		1				2	3	46
WP774																0			1	2		3	6	79
WPS05/4																1	1			2			2	59
WPS05/27																0	3			1			4	32
WP779		7	3		1	6	1	1	3		2	1	1	6	1	33	1			1	1		3	74
WP775																0	1			4			5	59
WPS05/7				9	2				5							1	17	1		3			4	41
WP776						1			1				1			2	5			2		1	3	76
WPS05/22																2	2			1		1	2	42
WP778	1															1	1		1	1	2		5	67
WP777																0	1						1	6
Total 04/05	19	9	6	15	12	9	5	6	11	1	6	6	4	7	23	139	68	7	18	95	27	51	266	3,704
Total 03/04	9	3	3	13	6	2	3	5	3	1	9	1	2	1	7	68	40	4	7	65	18	41	206	3,158

**TABLE 5: WILTON PARK CONFERENCES:
Participation by Profession**

2004/05



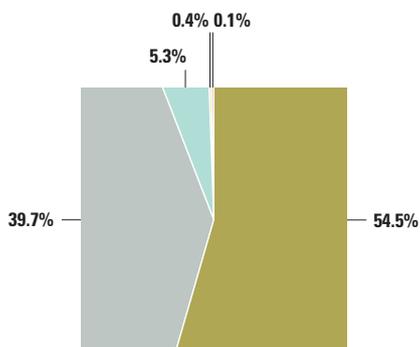


PARTICIPATION BY PROFESSION

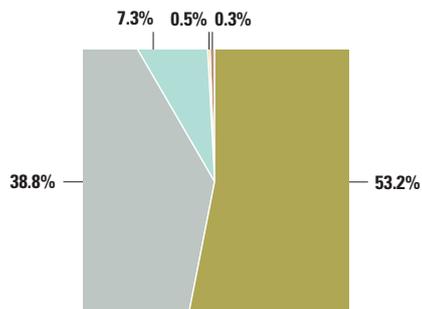
CONFERENCE	ACADEMIC/RESEARCH INSTITUTES	BUSINESS	DEFENCE MINISTRY/MILITARY	FOREIGN MINISTRY	INTERNATIONAL ORGANISATIONS	MEDIA	NGO	OTHER GOVERNMENT MINISTRIES	PARLIAMENT/POLITICAL	TOTAL
WPS04/20	13	20		10	2	1	3	2	2	53
WPS04/18	12		1	10	1		15	26	1	66
WP744	5	3	2	24	28		13	4		79
WPS04/7	1	2		11	11	3	12	9	7	56
WP745	10	1	1	18	5		4	1	3	43
WP746	6	16	1	3			5	2	1	34
WPS04/24	14	15	6	27	2	3	3	5		75
WP747	5	17		15	5	2	6	16	4	70
WPS04/8	8	21	14	10	2	1	1		3	60
WP748	6	5		4	6		5	4	34	64
WP749	9	3	2	62	9	3	5	12	4	109
WP750	18	3	1	3	8		6	10	9	58
WP751	5	5		2	11	1	27	21		72
WP752	14	4	2	37	5	1	5	8	7	83
WPS04/10	22	5	1	3		8	7	3	1	50
WPS04/11	14	13	1	5	2	6	6	18	5	70
WP760	28	3	9	19	17		4		3	83
WP753	10	6	1	31	5	1	7	17		78
WP754	11	2	3	24	5		11	8	6	70
WP755	59	2	1	6	2	1	4		4	79
WP756	12	9	3	16	5		2	8	3	58
WPS04/21	7	3	7	4	6		3	3	1	34
WP757	2	1	3	3	11	3	18	4		45
WP758	21	3		4	8	1	8	14		59
WPS04/12	11	3	12	3	6	3			2	40
WP759	23		5	16	3		3		1	51
WP761	23	3	21	13	4			9		73
WP762	9	11		9	4	3	1	4	2	43
WP764	19	8	15	14	2	8	4	6		76
WP765	9	5	1	29	4	5	3	5	7	68
WPS04/23	3	27		4	1			7	3	45
WPS04/13	4	45		2	4		2	4	1	62
WP767	23	14	1	6		3	1	10		58
WP768	4	1	2	12	5	2	1	17	1	45
WP769	12	2	20	10	3	1	2	17	7	74
WPS04/17	17	3	9	22		7	1	5	1	65
WPS04/14	9	5		19	2			16	9	60
WP770	11	6		27	3	1	3	8		59
WP771	15	2	17	36	2	1	1	9		83
WPS05/23	11			23	9		6	2		51
WP772	11	2	9	17	8	3		2	1	53
WPS05/1	15	1	4	23	7		8	10	1	69
WPS05/2	6	3		9	9	2	4	15	1	49
WP773	7	6	8	31	10	7	6	6	6	87
WPS05/6	11	3		13	2	8	2	3	4	46
WPS05/3	8	2	10	21		1	22	26	2	92
WPS05/24	31	27	1	45	8	16	11	4	9	152
WP766	11	2	1	18	15	1	18	7	1	74
WPS05/5	8	1	13	2	3			19		46
WP774	1	13		38	1	4	6	14	2	79
WPS05/4	13	1		35	4	2	1	2	1	59
WPS05/27	4	2		14	7		1	1	3	32
WP779	18	4	3	17	2	8	7	6	9	74
WP775	13	3	9	14	5		8	7		59
WPS05/7	9	1	3	7	3		15	3		41
WP776	15			38	1	1	4	17		76
WPS05/22	4	7	11	8	2			10		42
WP778	13	1	1	6	3		18	24	1	67
WP777	2				4					6
Total 04/05	715	376	235	952	302	122	339	490	173	3,704
Total 03/04	605	286	256	714	252	93	236	481	187	3,110

**Table 6: WILTON PARK CONFERENCES:
Quality Questionnaire Results 2004/05**

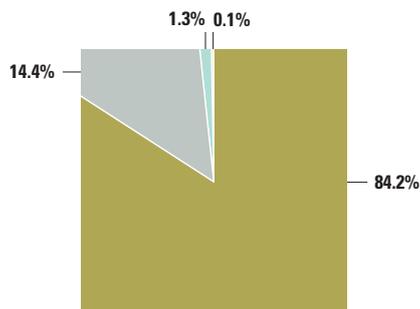
Programme



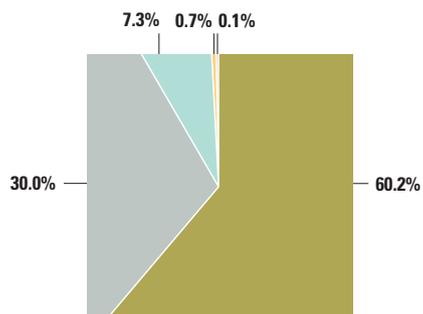
Discussion



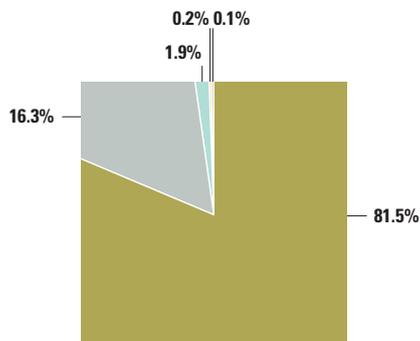
Administration



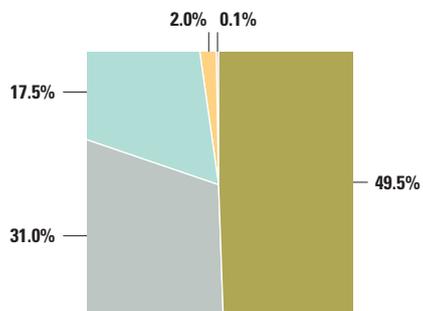
Meals



Service



Rooms



Excellent (olive green) Above average (grey) Average (teal) Below average (orange) Poor (brown)



QUALITY QUESTIONNAIRE STATISTICS

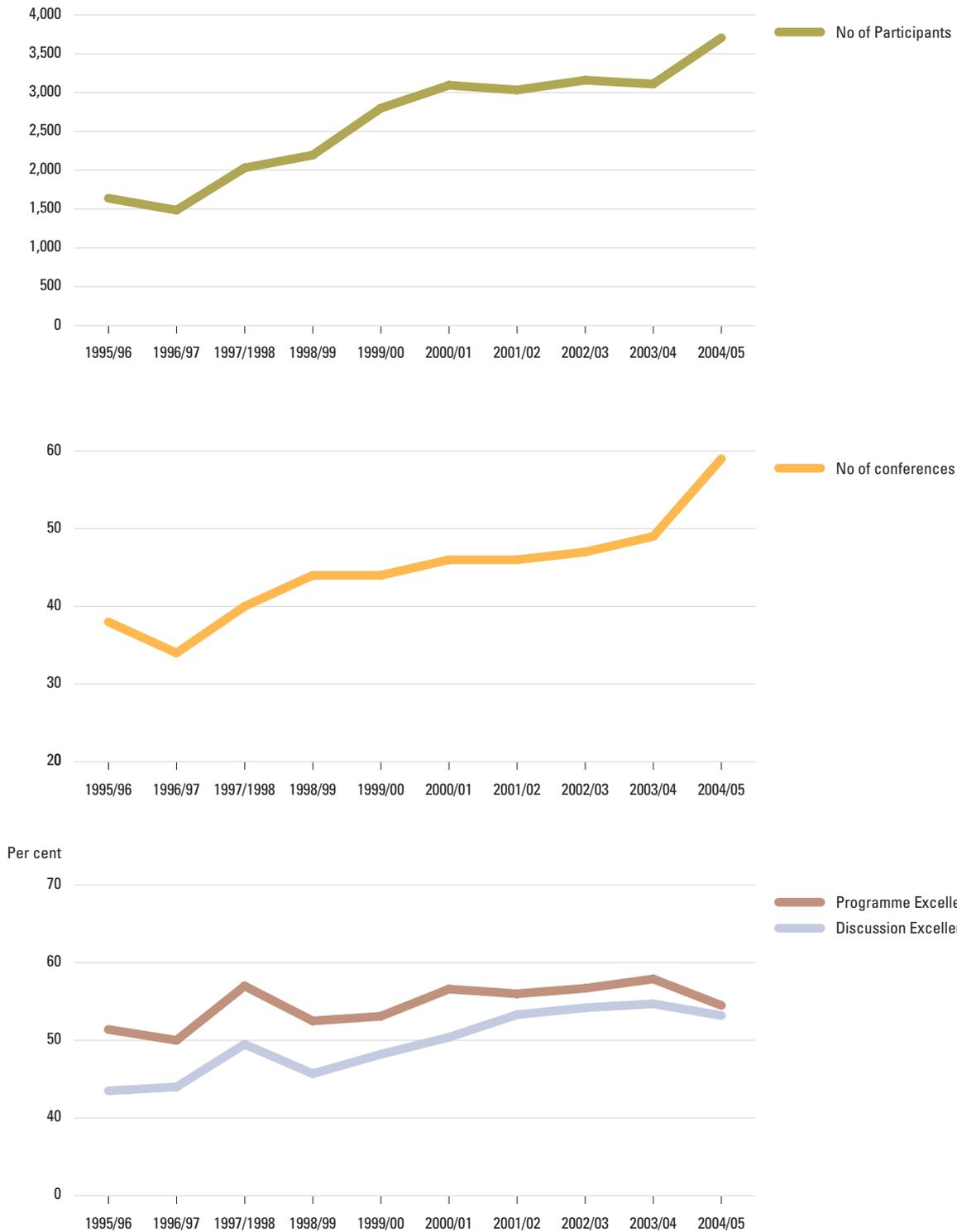
CONFERENCE	TOTAL PARTICIPANTS	Programme							Discussion							Administration						
		TOTAL QUESTIONNAIRES	EXCELLENT	EXCELLENT %	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	POOR	TOTAL QUESTIONNAIRES	EXCELLENT	EXCELLENT %	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	POOR	TOTAL QUESTIONNAIRES	EXCELLENT	EXCELLENT %	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	POOR
WPS04/20	53	25	14	56.0%	8	3		25	17	68.0%	6	2			25	25	100.0%					
WPS04/18	66	38	17	44.7%	17	4		38	21	55.3%	13	4			38	32	84.2%	6				
WP744	79	32	9	28.1%	16	5	2	32	11	34.4%	12	5	2	2	32	26	81.3%	5	1			
WPS04/7	56	46	24	52.2%	19	3		50	21	42.0%	21	8			49	44	89.8%	4			1	
WP745	43	21	7	33.3%	9	5		21	6	28.6%	10	5			21	18	85.7%	2			1	
WP746	34	25	12	48.0%	13			23	18	78.3%	3	2			25	21	84.0%	4				
WPS04/24	75	36	24	66.7%	10	2		35	22	62.9%	10	3			35	31	88.6%	4				
WP747	70	37	21	56.8%	16			37	14	37.8%	20	3			37	31	83.8%	6				
WPS04/8	60	30	14	46.7%	14	2		30	16	53.3%	11	3			32	26	81.3%	6				
WP748	64	30	24	80.0%	6			30	17	56.7%	11	2			30	21	70.0%	6	3			
WP749	109	32	24	75.0%	8			32	20	62.5%	9	3			31	27	87.1%	4				
WP750	58	49	27	55.1%	20	2		48	25	52.1%	19	4			49	39	79.6%	9	1			
WP751	72	34	25	73.5%	8	1		35	25	71.4%	9	1			35	33	94.3%	2				
WP752	83	30	20	66.7%	10			30	19	63.3%	9	2			30	30	100.0%					
WPS04/10	50	35	23	65.7%	11	1		35	18	51.4%	13	4			35	31	88.6%	4				
WPS04/11	70	28	16	57.1%	11	1		29	21	72.4%	8				29	27	93.1%	2				
WP760	83	30	18	60.0%	7	3	2	30	16	53.3%	9	5			31	26	83.9%	4	1			
WP753	78	40	24	60.0%	15	1		40	28	70.0%	11	1			40	34	85.0%	5	1			
WP754	70	49	23	46.9%	21	5		49	21	42.9%	25	3			49	42	85.7%	7				
WP755	79	56	32	57.1%	21	3		56	27	48.2%	25	4			56	42	75.0%	12	2			
WP756	58	33	20	60.6%	12	1		33	18	54.5%	12	3			33	23	69.7%	9	1			
WPS04/21	34	20	12	60.0%	8			21	12	57.1%	9				20	19	95.0%	1				
WP757	45	24	9	37.5%	15			26	12	46.2%	14				26	23	88.5%	3				
WP758	59	15	14	93.3%	1			12	10	83.3%	2				31	27	87.1%	4				
WPS04/12	40	29	20	69.0%	8	1		29	20	69.0%	6	2		1	29	28	96.6%	1				
WP759	51	28	18	64.3%	9	1		27	22	81.5%	5				27	25	92.6%	2				
WP761	73	42	22	52.4%	18	2		42	25	59.5%	14	3			42	37	88.1%	4	1			
WP762	43	25	20	80.0%	5			24	16	66.7%	7	1			25	21	84.0%	4				
WP764	76	51	27	52.9%	18	5	1	51	35	68.6%	10	5	1		51	42	82.4%	9				
WP765	68	34	15	44.1%	17	2		34	16	47.1%	17	1			34	30	88.2%	4				
WPS04/23	45	13	3	23.1%	8	2		13	3	23.1%	9	1			13	9	69.2%	4				
WPS04/13	62	19	11	57.9%	8			19	7	36.8%	11	1			19	12	63.2%	6	1			
WP767	58	27	19	70.4%	5	3		27	18	66.7%	9				27	22	81.5%	5				
WP768	45	31	19	61.3%	12			31	17	54.8%	14				31	28	90.3%	3				
WP769	74	44	6	13.6%	32	5	1	44	17	38.6%	23	4			44	31	70.5%	13				
WPS04/17	65	44	20	45.5%	23	1		44	20	45.5%	22	2			45	35	77.8%	10				
WPS04/14	60	32	13	40.6%	18	1		32	9	28.1%	21	2			28	13	46.4%	7	8			
WP770	59	29	12	41.4%	16		1	29	16	55.2%	12	1			29	27	93.1%	2				
WP771	83	49	31	63.3%	15	3		49	27	55.1%	20	2			49	41	83.7%	7	1			
WPS05/23	51	31	20	64.5%	10	1		30	16	53.3%	14				31	26	83.9%	4	1			
WP772	53	35	30	85.7%	5			35	23	65.7%	11	1			35	33	94.3%	2				
WPS05/1	69	39	24	61.5%	15			39	28	71.8%	11				39	31	79.5%	8				
WPS05/2	49	30	23	76.7%	7			30	21	70.0%	8	1			30	30	100.0%					
WP773	87	37	26	70.3%	11			37	19	51.4%	18				37	33	89.2%	4				
WPS05/6	46	23	15	65.2%	8			23	18	78.3%	5				24	21	87.5%	3				
WPS05/3	92	49	17	34.7%	20	11	1	48	9	18.8%	23	13	2	1	46	33	71.7%	11	2			
WPS05/24	152	41	18	43.9%	20	2	1	41	15	36.6%	15	8	3		42	36	85.7%	6				
WP766	74	40	15	37.5%	22	2	1	40	13	32.5%	24	3			41	33	80.5%	8				
WPS05/5	46	27	18	66.7%	6	3		27	21	77.8%	6				27	25	92.6%	2				
WP774	79	28	10	35.7%	16	2		28	9	32.1%	16	3			28	23	82.1%	5				
WPS05/4	59	35	21	60.0%	13	1		34	19	55.9%	15				35	32	91.4%	3				
WPS05/27	32	15	8	53.3%	7			15	8	53.3%	7				15	11	73.3%	3	1			
WP799	74	38	22	57.9%	12	4		38	11	28.9%	16	10		1	39	33	84.6%	6				
WP755	59	27	17	63.0%	10			27	21	77.8%	6				27	26	96.3%	1				
WPS05/7	41	19	6	31.6%	9	4		19	6	31.6%	12	1			19	15	78.9%	4				
WP776	76	22	10	45.5%	11	1		22	7	31.8%	13	2			22	13	59.1%	9				
WPS05/22	42	28	9	32.1%	18	1		28	14	50.0%	12	2			28	27	96.4%	1				
WP778	67	44	17	38.6%	27			45	28	62.2%	13	3	1		45	39	86.7%	6				
WP777	6	No Statistics recorded																				
Total 04/05	3,704	1,900	1,035		755	100	8	2	1,898	1,009		736	139	9	5	1,922	1,619		276	25	2	0
Per cent		51.3	54.5		39.7	5.3	0.4	0.1		53.2		38.8	7.3	0.5	0.3		84.2		14.4	1.3	0.1	
Total 03/04	3,110	54.2	57.9		37.1	4.8	0.2	0		54.3		39.9	5.2	0.6	0		86.5		12.6	0.9	0	0

QUALITY QUESTIONNAIRE STATISTICS

CONFERENCE	TOTAL PARTICIPANTS	Meals							Service							Rooms						
		TOTAL QUESTIONNAIRES	EXCELLENT	EXCELLENT %	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	POOR	TOTAL QUESTIONNAIRES	EXCELLENT	EXCELLENT %	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	POOR	TOTAL QUESTIONNAIRES	EXCELLENT	EXCELLENT %	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	POOR
WPS04/20	53	24.63	15	62.5%	8	1		24	22	91.7%	2				23	13	56.5%	10				
WPS04/18	66	36.56	20	55.6%	11	4	1	36	26	72.2%	8	2			32	16	50.0%	11	5			
WP744	(Switzerland)																					
WPS04/7	56	45.64	29	64.4%	12	3	1	44	38	86.4%	5	1			41	29	70.7%	8	3	1		
WP745	(Egypt)																					
WP746	34	25.76	19	76.0%	6			25	22	88.0%	3				24	9	37.5%	8	7			
WPS04/24	75	35.54	19	54.3%	13	2	1	35	27	77.1%	5	3			27	15	55.6%	9	2	1		
WP747	(Germany)																					
WPS04/8	60	29.48	14	48.3%	13	1	1	31	25	80.6%	6				30	10	33.3%	9	10	1		
WP748	64	28.64	18	64.3%	8	1	1	29	21	72.4%	7	1			25	10	40.0%	4	11			
WP749	(Croatia)																					
WP750	58	49.55	27	55.1%	20	2		48	37	77.1%	11				42	24	57.1%	12	5	1		
WP751	72	35.63	22	62.9%	11	2		35	34	97.1%	1				27	14	51.9%	10	3			
WP752	(Romania)																					
WPS04/10	50	34.64	21	61.8%	11	2		34	33	97.1%	1				33	23	69.7%	8	2			
WPS04/11	70	29.79	23	79.3%	6			29	27	93.1%	2				29	18	62.1%	7	4			
WP760	83	30.67	20	66.7%	9		1	29	24	82.8%	4		1		24	15	62.5%	6	3			
WP753	78	39.62	24	61.5%	11	4		40	32	80.0%	8				34	19	55.9%	9	4	2		
WP754	70	49.49	24	49.0%	18	5	1	1	47	38	80.9%	7	1	1	42	17	40.5%	20	4		1	
WP755	79	56.77	43	76.8%	11	2		57	52	91.2%	3	1	1		51	35	68.6%	11	5			
WP756	58	33.33	11	33.3%	12	10		32	20	62.5%	9	3			31	13	41.9%	6	8	4		
WPS04/21	34	20.7	14	70.0%	4	2		20	19	95.0%	1				20	10	50.0%	4	6			
WP757	45	27.67	18	66.7%	9			27	22	81.5%	5				27	18	66.7%	6	3			
WP758	59	31.68	21	67.7%	8	2		31	27	87.1%	4				30	16	53.3%	11	2	1		
WPS04/12	40	29.86	25	86.2%	3	1		29	28	96.6%	1				29	19	65.5%	6	2	2		
WP759	51	27.52	14	51.9%	9	3	1	27	18	66.7%	8	1			27	12	44.4%	7	7	1		
WP761	73	41.78	32	78.0%	6	3		42	35	83.3%	5	1	1		35	20	57.1%	8	7			
WP762	43	25.56	14	56.0%	8	3		25	16	64.0%	8	1			25	11	44.0%	9	5			
WP764	76	50.7	35	70.0%	11	3	1	50	46	92.0%	4				43	21	48.8%	14	8			
WP765	68	34.35	12	35.3%	16	6		33	24	72.7%	9				26	9	34.6%	9	7	1		
WPS04/23	(Spain)																					
WPS04/13	62	19	5	26.3%	9	5		18	11	61.1%	5	2			17	7	41.2%	6	4			
WP767	58	27.44	12	44.4%	12	2	1	26	19	73.1%	6	1			26	12	46.2%	10	3	1		
WP768	45	31.55	17	54.8%	13	1		31	25	80.6%	6				29	13	44.8%	9	7			
WP769	74	44.45	20	45.5%	16	8		41	28	68.3%	12	1			31	10	32.3%	11	8	2		
WPS04/17	66	44.5	22	50.0%	18	4		43	30	69.8%	11	2			38	18	47.4%	8	11	1		
WPS04/14	60	31.65	20	64.5%	10	1		31	22	71.0%	9				28	12	42.9%	7	9			
WP770	59	29	22	75.9%	7			29	25	86.2%	3	1			27	17	63.0%	7	3			
WP771	83	48.54	26	54.2%	21	1		48	34	70.8%	13	1			30	15	50.0%	10	5			
WPS05/23	51	30.53	16	53.3%	10	4		30	22	73.3%	6	2			29	13	44.8%	11	5			
WP772	53	36.61	22	61.1%	11	3		36	32	88.9%	4				36	17	47.2%	13	5	1		
WPS05/1	69	36.53	19	52.8%	13	4		36	29	80.6%	6	1			28	11	39.3%	12	4	1		
WPS05/2	49	30.7	21	70.0%	7	2		29	28	96.6%	1				28	17	60.7%	5	5	1		
WP773	87	37.73	27	73.0%	8	2		37	29	78.4%	8				35	12	34.3%	12	10	1		
WPS05/6	46	22.41	9	40.9%	8	5		22	15	68.2%	7				21	6	28.6%	10	5			
WPS05/3	92	22.55	12	54.5%	7	3		46	33	71.7%	9	4			31	16	51.6%	7	7	1		
WPS05/24	(Cyprus)																					
WP766	74	40.65	26	65.0%	12	2		41	36	87.8%	5				33	11	33.3%	16	5	1		
WPS05/5	46	27.7	19	70.4%	6	2		27	24	88.9%	3				26	12	46.2%	11	3			
WP774	(Netherlands)																					
WPS05/4	59	34.53	18	52.9%	13	3		34	29	85.3%	4	1			34	13	38.2%	17	4			
WPS05/27	(Senegal)																					
WP799	74	39.59	23	59.0%	11	4	1	38	31	81.6%	5	2			29	12	41.4%	10	7			
WP755	59	25.88	22	88.0%	3			25	24	96.0%	1				24	15	62.5%	6	2	1		
WPS05/7	41	18.61	11	61.1%	7			17	15	88.2%	2				17	6	35.3%	5	5	1		
WP776	(Malta)																					
WPS05/22	42	27.74	20	74.1%	5	2		27	22	81.5%	5				27	13	48.1%	9	4	1		
WP778	67	44.7	31	70.5%	10	3		44	37	84.1%	7				35	15	42.9%	12	8			
WP777	6	No Statistics recorded																				
Total 04/05	2,392	1,609	969		482	118	11	1	1,597	1,302		260	31	3	1	1,419	702		440	248	28	1
Per cent		60.2		30.0	7.3	0.7	0.1			81.5		16.3	1.9	0.2	0.1		49.5		31.0	17.5	2.0	0.1
Total 03/04		60.4		31.3	7.8	0.5	0			80.3		16.9	2.4	0.4	0		54.6		31.0	13.6	0.8	0.1

Table 7: WILTON PARK CONFERENCES

Ten Year Trends



Foreword To The Accounts

These accounts have been prepared in accordance with an Accounts Direction given by HM Treasury, in accordance with Section 7(2) of the Government Resources and Accounts Act 2000. The accounts are accompanied by the Comptroller and Auditor General's Certificate and Report.

1. Principal Activities

Wilton Park organises international policy conferences for the Foreign & Commonwealth Office on an academically independent basis. It is also available for commercial conferences, weddings and banquets.

2. Description of the Agency's activities and future plans

This is given in the Chief Executive's report.

3. Financial Review

	£000
Income	3,683
Expenditure	4,359
Net Cost of Output	676

Performance against targets (see Note 2 to the accounts). Gross income was below target by £304,000. The recovery percentage at 84.5% was below target by 3.7%.

4. Director and Senior Staff Remuneration and Pension Details

This is set out in Note 3 to the Accounts.

5. Fixed Asset Changes

Movement in fixed assets in the period are set out in Note 7 to the Accounts.

6. Important Events Occurring After Year End

There were no important events after the financial year end.

7. Creditor Payments

Our policy is to pay our creditors within 30 days of invoice date or receipt of month end statement whichever is later, or within otherwise agreed trading terms. Of the 5,662 payments made to creditors 98.38% were paid on time. Of the remaining 1.62%, 1.03% were in dispute but paid within 30 days of the dispute being settled.

8. Members of the Management Board (as at 31 March 2005)

Members of the Agency's Management Board are shown on page 37 of the Annual Report.

9. Appointment of the Agency Chief Executive

The Agency Chief Executive is appointed for a period of 5 years, as selected through fair and open competition according to the Civil Service Management Code. Colin Jennings was re-appointed for a further five years from 7 May 2001.



Colin Jennings
Chief Executive
29 June 2005



Statement of Agency's and Chief Executive's Responsibilities

Under the Government Resources and Accounts Act 2000, Wilton Park is required to prepare accounts for each financial year, in conformity with a Treasury Direction, detailing the resources acquired, held, or disposed of during the year and the use of resources by Wilton Park during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Agency, the net resource outturn, recognised gains and losses, and cash flows for the financial year.

In preparing the accounts, the Agency is required to comply with the *Resource Accounting Manual* prepared by HM Treasury, and in particular to:

- ◆ observe the accounts direction issued by the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- ◆ make judgements and estimates on a reasonable basis;
- ◆ state whether applicable accounting standards, as set out in the *Resource Accounting Manual*, have been followed, and disclose and explain any material departures in the financial statements;
- ◆ prepare the financial statements on a going concern basis.

The Accounting Officer for the Foreign & Commonwealth Office has appointed the Chief Executive of the Wilton Park Executive Agency as the Accounting Officer for the Agency. His relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable and for the keeping of proper records and for safeguarding the Agency's assets, are set out in the Accounting Officers' Memorandum, issued by the Treasury and published in "Government Accounting".

Colin Jennings

Chief Executive and Agency Accounting Officer

29 June 2005

Statement on the System of Internal Control

Scope of responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of Wilton Park's policies, aims and objectives, whilst safeguarding the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Government Accounting. I am personally responsible for overall Agency performance against Ministerial and other operating targets, reporting on progress to the Assistant Director of the Foreign & Commonwealth Office Public Diplomacy Group.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Wilton Park's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Wilton Park for the year ended 31 March 2005 and up to the date of approval of the annual report and accounts, and accords with Treasury Guidance.

Capacity to handle risk

Wilton Park is a small entity and, as such, a few individuals have direct responsibility for the management of risks identified by the Wilton Park Management Board. The nature and scale of risks facing the Agency are by and large relatively free from the complexities often faced by larger entities caused by either scale of operations or service deliverables that require working with other departments, agencies or external contractors. The majority of Wilton Park risks are managed or controlled directly by the Chief Executive or by the Associate Director Finance, both of who have extensive experience of working in central government and in an agency environment. For the key Wilton Park conference programme, both the Director and Deputy Director have extensive experience of the operating environment.

The risk and control framework

The Wilton Park Management Board normally meets monthly to discuss the effective running of the Agency and much of the focus revolves around the Wilton Park conference programme and associated financial performance and forecasts. Due to the financial environment in which the Agency operates, particular attention is paid to managing risks faced in income generation (particularly generation of external sponsorship). There is regular feedback on the general economic environment and discussion and decision on how the Agency can best target its efforts towards the most promising opportunities for securing sponsorship from new or existing contacts.

The Agency Risk Register is formulated from the major issues identified through Management Board discussions, and also from customer and staff feedback on the conference and bedroom facilities. The identified risks are weighted in line with both the collective experiences of the most senior Agency staff from past performance and trends, together with information about the current conference environment and prevailing operating and political priorities of main partners, and in particular of the Foreign & Commonwealth Office.

The most significant risk management priority for the Agency is successfully to renegotiate the lease on Wiston House, which expires in March 2007.



The following additional processes are in place:

- ◆ Six-monthly meetings of the Wilton Park Academic Council and an annual meeting of the Wilton Park International Academic Council that inform the Wilton Park conference programme in forthcoming calendar years;
- ◆ Monthly review of performance against the Agency's key conference quality and participation targets;
- ◆ Monthly review of performance against the Agency's key financial targets and capital prioritisation plans;
- ◆ Regular reports from operational managers on steps they are taking to manage risks in their areas of delegated operational and financial responsibility including progress reports on key projects;
- ◆ An agreed programme of Internal Audit examinations, which is informed by an analysis to which the Agency is exposed to risk.

Review of effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Agency who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. I am advised on the effectiveness of the system of internal control by the Foreign & Commonwealth Office Internal Audit Department, and a plan to ensure continuous improvement of the system is in place.

I report twice yearly on Wilton Park's performance and plans to the Foreign & Commonwealth Office Departmental Board. Certain members of the Departmental Board form the Wilton Park Audit Committee who scrutinise the Agency risk register, in-year reports from the FCO Internal Audit Department and the annual National Audit Office Management Letter. Members of the Audit Committee include the Departmental Board Chair and the two serving Non-Executive Directors who provide relevant expertise in their respective commercial environments.

In the light of experience in the 2004/05 financial year a number of steps have been taken to increase the potential for the Agency to meet its primary financial target. The Agency's pricing policy for conference charges has been revised from April 2005 in response to the trend for a greater number of shorter duration conferences. Additionally, a conference cancellation policy was introduced in April 2005 for conference sponsorship. The Agency has also agreed plans with the Departmental Board for internally budgeting for an end of year income surplus.

Colin Jennings

Chief Executive

29 June 2005

Certificate and Report of the Comptroller and Auditor General to the House of Commons

I certify that I have audited the financial statements on pages 60 to 73 under the Government Resources and Accounts Act 2000. These financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and the accounting policies set out on page 63.

Respective Responsibilities of Agencies, Chief Executive and Auditor

As described on page 55, the Agency and Chief Executive are responsible for the preparation of financial statements and for ensuring the regularity of financial transactions. The Agency and Chief Executive are also responsible for the preparation of other contents of the Annual Report. My responsibilities, as independent Auditor, are established by statute and guided by the Auditing Practices Board and the auditing profession's ethical guidance.

I report my opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Government Resources and Accounts Act 2000 and Treasury directions made thereunder, and whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report if, in my opinion, the Foreword is not consistent with the financial statements, if the Agency has not kept proper accounting records, or if I have not received all the information and explanations I require for my audit.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. I consider the implications for my certificate if I become aware of any apparent misstatements or material inconsistencies with the financial statements.

I review whether the statement on pages 56 to 57 reflects the Agency's compliance with Treasury's guidance 'Corporate Governance: Statement on Internal Control'. I report if it does not meet the requirements specified by the Treasury, or if the statement is misleading or inconsistent with other information I am aware of from my audit of the financial statements.

Basis of Opinion

I conducted my audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures, and regularity of financial transactions included in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Agency and the Chief Executive in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Agency's circumstances, consistently applied and adequately disclosed.



I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by error, or by fraud or other irregularity and that, in all material respects, the expenditure and receipts have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In my opinion:

- ◆ the financial statements give a true and fair view of the state of affairs of the Wilton Park Executive Agency at 31 March 2005 and its net resource outturn, recognised gains and losses and cash flows for the year then ended and have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and directions made thereunder by the Treasury; and
- ◆ in all material respects the expenditure and receipts have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I have no observations to make on these financial statements.

John Bourn
Comptroller and Auditor General

5 July 2005

National Audit Office
157-197 Buckingham Palace Road
Victoria
London SW1W 9SP

Financial Statements

OPERATING COST STATEMENT

for year ended 31 March 2005

	Note	2004/05		2003/04	
		£000	£000	£000	£000
Administration Costs					
Staff Costs	3	1,932		1,866	
Other Administration Costs	4	1,400		1,305	
Gross Administration Costs			3,332		3,171
Net Programme Costs	5		1,027		1,137
Gross Operating Costs			4,359		4,308
Operating Income	6		(3,683)		(3,635)
Net Resource Outturn			676		673

The Net Resource Outturn represents the Net Operating Cost of the Agency, and the Outturn against Resource Budget

STATEMENT OF RECOGNISED GAINS AND LOSSES

for year ended 31 March 2005

		2004/05	2003/04
Net Cost		676	673
Net change on revaluation of tangible fixed assets	13	(12)	(26)
		664	647



Financial Statements

BALANCE SHEET

as at 31 March 2005

	Note	2004/05		2003/04	
		£000	£000	£000	£000
Fixed Assets					
Tangible Assets	7	1,167		1,319	
			1,167		1,319
Current Assets					
Stocks	9	59		65	
Debtors	10	573		287	
Cash at bank and in hand	11	231		366	
		863		718	
Creditors (due within one year)	12	(360)		(362)	
Net Current Assets			503		356
Total Assets less Current Liabilities			1,670		1,675
Provisions for liabilities and charges			-		-
NET ASSETS			1,670		1,675
Taxpayers' Equity					
General Fund	15		1,628		1,631
Revaluation Reserve	13		42		44
			1,670		1,675

Colin Jennings
Chief Executive
 29 June 2005

Financial Statements

CASH FLOW STATEMENT

for the year ended 31 March 2005

	Note	2004/05 £000	2003/04 £000
Net cash outflow from operating activities		(384)	10
Capital expenditure		(320)	(248)
Financing from the Consolidated Fund (net)		569	363
Increase/(Decrease) in cash in the period		(135)	125
Notes to the Cash Flow Statement			
Reconciliation of operating cost to operating cash flow			
Net operating cost		(676)	(673)
Adjust for non-cash transactions	4	574	544
Adjust for movements in working capital other than cash	8	(282)	139
Net cash outflow from operating activities		(384)	10
Analysis of capital expenditure			
Purchases of fixed assets	7	323	248
Proceeds from disposal of fixed assets		(3)	(2)
Net cash outflow from capital expenditure		320	246
Analysis of financing			
From Consolidated Fund (net)	19	569	363
Decrease/(Increase) in cash	11	135	(125)
Net cash requirement		704	238



Notes to the Financial Statements for the year ended 31 March 2005

1 STATEMENT OF ACCOUNTING POLICIES

The financial statements have been prepared in accordance with the Resource Accounting Manual issued by HM Treasury. The particular accounting policies adopted by the Agency are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

Accounting Convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of fixed assets, and stocks where material, at their value to the business by reference to their current costs.

Tangible Fixed Assets

Tangible fixed assets in excess of £500 are capitalised at their cost of acquisition. Individual assets purchased for less than this amount are written off.

Tangible assets have been stated at current costs using appropriate indices published by the Office for National Statistics.

Depreciation

Depreciation is provided at rates calculated to write off the valuation of freehold buildings and other tangible assets by equal instalments over their estimated useful lives. Lives are normally in the following ranges:

	Estimated useful life in years
Plant and Machinery	10
Fixtures and Fittings	10
Building Enhancement	Remaining Lease
Computers and Equipment	3
Motor Vehicles	4

In-year capital acquisitions and disposals are depreciated on a monthly pro-rata basis.

Website development costs are capitalised over a three year estimated life and are included within the Computers and Equipment category of fixed assets.

Stocks

Stocks are valued at the lower of cost (or current replacement cost if materially different), and net realisable value.

Operating Income

Operating income is income that relates directly to the operating activities of the Agency. It principally comprises fees and charges for services provided, on a full cost basis, to external customers and other government bodies, but also includes other income from other assets.



Administration and Programme Expenditure

The Operating Cost Statement is analysed between administration and programme costs. Administration costs reflect the costs of running the Agency as defined under the administration cost control regime, together with associated operating income. Income is analysed in the notes between that which, under the regime, is allowed to be offset against gross administrative costs in determining the outturn against the administration cost limit, and that operating income which is not. Programme costs reflect non-administration costs, including payments of grants and other disbursements by the Agency.

Capital Charge

A charge, reflecting the cost of capital utilised by the Agency, is included in operating costs. The charge is calculated at the Government's standard rate of 3.5% in real terms on all assets less liabilities. Charges are calculated monthly for cash balances and annually for all other assets less liabilities.

Foreign Exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction, except where rates do not fluctuate significantly, in which case an average rate for a period is used. Balances held at the year end are translated at the rate prevailing on 31 March.

Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Schemes which are described at Note 3. The defined benefit elements of the schemes are un-funded and are non-contributory except in respect of dependants benefits. The Agency recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the Principal Civil Service Pension Schemes (PCSPS) of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution elements of the schemes, the Agency recognises the contribution payable for the year.

Operating Leases

Payments made under operating leases are charged to expenditure in equal amounts in accordance with the terms of the lease.

VAT Policy

Output VAT is charged as appropriate on commercial activities. Input VAT in relation to academic activities, and irrecoverable input VAT on commercial activities, is included in expenditure as shown in the financial statements.

2 FINANCIAL TARGETS

	Budget	Achieved
Gross Income (£k)	3,987	3,683
Recovery Percentage	87.7%	84.5%



3 STAFF NUMBERS AND COSTS

	2004/05	2003/04
The average number of employees during the period, including directors, was made up as follows:		
Academic	8	9
Administrative	33	34
Domestic	20	18
	61	61
The payroll costs of these employees were as follows:	£000	£000
Salaries and wages	1,527	1,517
Social Security	115	116
Others - Superannuation	189	188
- Employee Related Costs	101	45
	1,932	1,866

Directors' and senior staff remuneration for the year ended 31 March 2005:

Name and title	Salary (as defined below) £000	Real Increase in pension and related lump sum at age 60 £000	Total accrued pension at age 60 at 31 March 2005 and related lump sum £000	CETV at 31 March 2004 £000	CETV at 31 March 2005 £000	Real increase in CETV after adjustment for inflation and changes in market investment factors £000
Colin Jennings <i>Chief Executive</i>	75-80	0-2.5 plus lump sum 2.5-5	25-30 plus lump sum 80-85	398	445	22
Dr Richard Latter <i>Director</i>	65-70	0-2.5 plus lump sum 0-2.5	15-20 plus lump sum 45-50	239	264	11
Nicholas Hopkinson * <i>Deputy Director</i>	55-60	0-2.5 plus lump sum 0-2.5	10-15 plus lump sum 30-35	154	174	8
Tim Willows FCCA <i>Associate Director Finance & Management</i>	45-50	0-2.5 plus lump sum 0-2.5	10-15 plus lump sum 35-40	118	134	7

* Opted to join Classic Plus Scheme

'Salary' includes gross salary; performance pay or bonuses; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation.

Pension benefits are provided through the Civil Service Pension (CSP) arrangements. From 1 October 2002, civil servants may be in one of three statutory based "final salary" defined benefit schemes (classic, premium, and classic plus). The Schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium and classic plus are increased annually in line with changes in the Retail Prices Index. New entrants after 1 October 2002 may choose between membership of premium or joining a good quality "money purchase" stakeholder based arrangement with a significant employer contribution (partnership pension account).



Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium and classic plus. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

Further details about the CSP arrangements can be found at the website www.civilservice-pensions.gov.uk

Columns 4 & 5 of the above table show the member's Cash Equivalent Transfer Value (CETV) accrued at the beginning and the end of the reporting period. Column 7 reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the CSP arrangements and for which the Civil Superannuation Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own costs. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

The PCSPS is an unfunded multi-employer defined benefit scheme but Wilton Park is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2003. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2004-05 employer's contributions of £189k (2003-04 £188k) were payable to the PCSPS at one of four rates in the range 12 to 18.5 per cent of pensionable pay, based on salary bands.

The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. Rates will increase from 2005-06. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

The Chief Executive and Director are provided with rent free furnished cottages in the grounds of Wiston House in order to contribute to the successful fulfilment of these roles.



4 OTHER ADMINISTRATION COSTS

	2004/05		2003/04	
	£000	£000	£000	£000
Rentals under operating leases				
Hire of office equipment	38		32	
Property Rentals	92		88	
		130		120
Non cash items				
Depreciation	474		429	
Impairment	7		17	
Loss on disposal of fixed assets	3		5	
Interest on Capital Employed	60		63	
External Auditors Fees	20		20	
Internal Auditors Fees	5		7	
Pay Section Charge	5		3	
		574		544
Other expenditure				
Rates	36		36	
Maintenance, Cleaning, Heating & Lighting	246		220	
Administrative Expenses	414		385	
		696		641
		1,400		1,305

5 NET PROGRAMME COSTS

	2004/05	2003/04
	£000	£000
Other current expenditure		
Purchases	252	252
Housekeeping	212	212
Conference Costs	563	673
	1,027	1,137

6 OPERATING INCOME

	2004/05 £000	2003/04 £000
Operating income for 2004/05 is as follows:		
Rent received from external tenants	2	3
Bank Interest received	6	2
Other fees and charges	3,675	3,630
	3,683	3,635
An analysis of income from services provided to external and public sector customers is as follows:		
WP Conferences	2,864	2,857
Commercial Operations	597	541
Bar Sales	62	85
Shop Sales	6	5
Miscellaneous	146	142
	3,675	3,630

7 TANGIBLE FIXED ASSETS

	Building Enhancement £000	Computer & Office Equipment £000	Fixture & Fittings £000	Motor Vehicles £000	Plant & Machinery £000	Under Construction £000	TOTAL £000
Cost or Valuation							
at 1st April 2004	2,278	281	593	33	148	-	3,333
Additions	117	88	98	-	12	8	323
Re-classification	-	-	-	-	-	-	-
Disposals	-	-	-	(16)	-	-	(16)
Revaluation	32	(19)	2	1	3	-	19
Cost at 31/3/2005	2,427	350	693	18	163	8	3,659
less:							
Depreciation							
at 1st April 2004	1,390	183	377	15	49	-	2,014
Re-classification	-	-	-	-	-	-	-
Provided in year	311	65	75	4	19	-	474
Eliminated in respect of Disposals	-	-	-	(9)	-	-	(9)
Revaluation	23	(12)	1	-	1	-	13
Depreciation at 31/3/2005	1,724	236	453	10	69	-	2,492
Net Book Value							
at 31/3/2005	703	114	240	8	94	8	1,167
at 31/3/2004	888	98	216	18	99	-	1,319



8 MOVEMENTS IN WORKING CAPITAL OTHER THAN CASH

	2004/05 £000	2003/04 £000
(Decrease)/Increase in Stocks	(6)	23
(Decrease)/Increase in Debtors	286	(259)
Decrease/(Increase) in Creditors	2	97
	282	(139)

9 STOCKS

	2004/05 £000	2003/04 £000
Liquor and food	19	20
Shop	6	3
Wilton Park Books	15	16
WP Conference Folders	3	5
Wedding Brochures	16	21
	59	65

10 DEBTORS:

	2004/05 £000	2003/04 £000
Amounts falling due within one year		
Trade Debtors	509	231
Other Debtors	6	13
Prepayments and Accrued Income	47	43
VAT	11	-
	573	287
An analysis of debtors is as follows:		
Balances with other government bodies	262	
Balances with bodies external to government	311	
	573	

11 CASH AT BANK AND IN HAND

	2004/05 £000	2003/04 £000
Balance at 1 April 2004	366	241
Net (Outflow)/Inflow	(135)	125
Balance at 31 March 2005	231	366

12 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2004/05 £000	2003/04 £000
Trade Creditors	226	156
Payments Received on Account	57	135
Other Creditors	3	3
Accruals and Deferred Income	74	65
VAT	-	3
	360	362
An analysis of creditors is as follows:		
Balances with other central government bodies	31	
Balances with bodies external to government	329	
	360	

13 RESERVES

	Revaluation Reserve £000
Balance at April 2004	44
Arising on revaluation during the year (net)	12
Transferred to General Fund in respect of realised element on Revaluation Reserve	(13)
Other transfers to General Fund	(1)
Balance at 31 March 2005	42



14 COMMITMENTS UNDER OPERATING LEASES

	2004/05 £000	2003/04 £000
At 31 March 2005 Wilton Park had annual commitments under non-cancellable operating leases which expire:		
Land and Buildings		
Within one year	-	-
Within two to five years	94	91
More than five years	-	-
The lease on Wiston House extends to the year 2007 with 5 yearly rent reviews.		
Other Operating Leases		
Within one year	-	-
Within two to five years	27	27
More than five years	-	-

15 RECONCILIATION OF NET OPERATING COST TO CHANGES IN GENERAL FUND

	2004/05 £000	2003/04 £000
Net operating cost for the year	(676)	(673)
Net Parliamentary Funding	569	362
Transfer to General Fund in respect of realised element of Revaluation Reserve	13	10
Other transfers to General Fund	1	-
Non-cash charges:		
Cost of Capital	60	63
Pay Section Costs	5	3
External Auditors Fees	20	20
Internal Auditors Fees	5	7
Net Increase in General Fund	(3)	(208)
General Fund at 1 April 2004	1,631	1,839
General Fund at 31 March 2005	1,628	1,631

16 RELATED PARTY TRANSACTIONS

Wilton Park is an Executive Agency of the Foreign & Commonwealth Office. The Foreign & Commonwealth Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign & Commonwealth Office. In addition, Wilton Park has had various transactions with other government departments. Most of these transactions have been with DFID, Ministry of Defence and DTI.

None of the board members, key managerial staff or other related parties has undertaken any material transactions with Wilton Park during the year.

17 INTEREST ON CAPITAL EMPLOYED

Interest is charged at 3.5% per annum on the annual average capital employed as follows:

	31 March 2005 £000	31 March 2004 £000
Fixed Assets	1,167	1,319
Current Assets (less cash at bank)	632	352
Current Liabilities	(360)	(362)
	1,439	1,309
Interest on average annual capital employed for non-cash assets	48	51
Interest on average monthly capital employed for cash assets	12	12
Interest on total capital employed	60	63

18 SEGMENTAL REPORTING

	Academic Activities £000	Commercial Activities £000	Total £000
Expenditure	3,586	773	4,359
Income	2,932	751	3,683
Deficit	654	22	676
% Cost Recovery	81.8%	97.2%	84.5%
% Cost Recovery Target			87.7%

The information above relates to the Fees and Charges Guide issued by H M Treasury and is not disclosed for the purposes of SSAP25.



19 RECONCILIATION TO FOREIGN & COMMONWEALTH OFFICE

Net expenditure shown in the Foreign & Commonwealth Office Resource Account is £569,334.41

	2004/05	2003/04
This reconciles as follows:		
FCO Expenditure	569	363
Net Parliamentary Funding	569	363

20 CAPITAL COMMITMENTS

	2004/05	2003/04
Contracted capital commitments at 31 March 2005 for which no provision has been made	114	-

21 FINANCIAL INSTRUMENTS

FRS13, Derivative and other Financial Instruments, requires disclosure of the role which financial instruments have had during the period in creating or changing the risks an entity faces in undertaking activities. Due to the largely non trading nature of its activities and the way in which government agencies are financed, the Agency is not exposed to the degree of financial risk faced by many private sector business entities.

Financial assets and liabilities generated by day-to-day operational activities are not held to change the risks facing the Agency in undertaking its activities, or for trading.

Interest Rate Risk - Wilton Park has no financial assets and liabilities on which interest, other than notional interest on capital, is earned or paid, and is therefore not exposed to interest rate risk.

Currency Risk - Wilton Park has negligible assets or liabilities in foreign currency, and is therefore not exposed to significant currency risk.

Liquidity Risk - Wilton Park is not exposed to significant liquidity risk, as the liquidity requirements are met by financing from the Foreign & Commonwealth Office, and it has no borrowing facilities. FCO resource requirements are voted annually by Parliament.



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