# OVERSEAS TERRITORIES

# STRATEGIC PROGRAMME FUND

# PROGRAMME STRATEGY TEMPLATE

# 1. EXECUTIVE SUMMARY OF STRATEGY

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| The Overseas Territories Strategic Programme Fund (OTSPF) supports the ‘Safeguarding Britain’s national security’ priority and ‘Diplomatic Influences and Values’ programme strand of the UK’s 14 non-EU Overseas Territories (OTs). The Fund, which is worth £4.75m in 2015-2016, comprises two distinct elements: *non-discretionary* *payments* through which we pay the FCO’s (on behalf of HMG) financial commitments to the OTs, such as contributions to the British Antarctic Survey and the administration of the British Indian Ocean Territory. This consumes a significant chunk of the overall allocation – 42% in FY 2015/6. Its *discretionary* element, funds work in the OTs linked to good governance, security, disaster management and reducing contingent liabilities. A degree of this funding is devolved to the Governors of the Territories whose role is both as Representative of Her Majesty the Queen in the Territory and of the Territory to the British Government – alongside their elected Leaders. In this regard the OTSPF differs from the FCO’s other Programmes which aim to deliver against bilateral or multilateral objectives with third countries and/or international organisations.  The Fund was restructured in 2012 to align its priorities to support delivery of the FCO’s White Paper “Security, Success and Sustainability”. In addition to this a steer is taken from the annual UK/Overseas Territories Joint Ministerial Council (“ Summit”) at which UK Ministers and elected Political Leaders from the Overseas Territories discuss emerging issues and identify the best means to address them.  Unless and until there is a different arrangement in the UK Government for handling the Overseas Territories, the FCO will continue to be the lead Government department with responsibility to the OTs. |

# 2. RELEVANT STRATEGIC & GEOGRAPHICAL PRIORITIES

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| The OT Strategic Programme Fund delivers against Strategic Priority 1. The OTPF operates in Anguilla, Bermuda, British Antarctic Territory, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Falkland Islands, Gibraltar, Montserrat, Pitcairn, St Helena-Tristan Da Cunha-Ascension, South Georgia and South Sandwich Islands and Turks and Caicos Islands.  The overall strategic aims are to safeguard the sovereignty of Britain’s Territories, promote their economic well-being and natural environments and manage the contingent liabilities of the UK Government in respect of its international obligations in the Territories. |

**2a CONTRIBUTION TO OFFICIAL DEVELOPMENT ASSISTANCE**

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| Montserrat, St Helena, Tristan Da Cunha and Pitcairn all qualify for ODA support. The OTSPF has a target of **£750,000** in FY 15/16 towards project spend and our staff time in these Posts contributes towards the FCO’s Front Line Activity targets. |

# 3. PROGRAMME DESIGN

**3.1 Programme Objectives and Sub-Objectives (Hierarchy of Objectives) and Programme Operating Principles**

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| The OTSPF is structured to deliver objectives which are summarised as   1. *Security;* 2. *Good Governance;* 3. *Economic Development;* 4. *Environment; and* 5. *International Obligations*.   The Programme recognises the diverse range of issues it aims to address. The UK’s Overseas Territories differ enormously in terms of economic development, population, environmental and resource circumstances, risk of natural and human disaster and political issues.  It recognises also the need for both responsive and proactive activity. Whilst not every **sub-objective** is followed in each and every Territory the following allow some degree of measurable contribution towards the overarching goals. They in some cases deliver very specific and sometimes unique targets relevant only to an individual Territory, in others they have a regional focus to address a shared issue whilst others cover all the Territories together and meet the UK’s broader international political priorities.  1 a) British Indian Ocean Territory  b) Caribbean Territories Security  c) Disaster Management Preparedness  d) Southern Oceans Policing Advice  e) Montserrat Scientific Advice (Volcanic incident probability)  f) Constitutional Advice  2 a) Restoration of Good Governance in Turks and Caicos  b) Governors’ Delegated Discretionary Budgets  c) Falklands Strategic Communications Fund  d) Heads of Public Service meeting  e) The Jubilee Programme (for developing the human resource skill-sets)  3 Economic Development projects such as feasibility studies  4 the FCO’s contribution to the FCO/DFID/DEFRA Darwin Plus Environmental Programme.  5 Maintenance of the UK’s presence in the Antarctic and on international Treaties governing marine living resources, recognising that 90% of the UK’s overall biodiversity is found in its Overseas Territories.  A common principle of the OTSPF is to delegate as much independence as possible to Governors in the Territories who are best placed to judge on the immediate needs of the communities which they govern. |

* 1. **Programme Objectives/Sub-Objectives by Country (Annex 1)** *(Break down objectives/sub-objectives by Country in table provided)*

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| **Complete Annex 1** |

* 1. **Programme Indicators** *(Provide indicators against which success of the programme will be measured)*

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| Sub-Objective | **Indicators** |
| British Indian Ocean Territory | BIOT secured for defence purposes. Marine Protected Area maintained. |
| Caribbean Territories Security | All COTs Police and Prisons personnel trained and having impact on crime threats with improved use of intelligence sharing. |
| Disaster Management Preparedness | All Caribbean Territories are capability-tested and resourced to face a hurricane, volcanic incident or cruise ship accident. |
| Southern Oceans Policing Advice | New adviser appointed, report of needs and deficiencies produced by December 2014. |
| Montserrat Scientific Advice | Scientists meet and make educated assessment of probability of further volcanic eruption. Govt of Montserrat respond swiftly to advice. |
| Constitutional Advice | All planned updates to OT Constitutions proceed swiftly based on expert view of FCO-contracted adviser. |
| Restoration of Good Governance in TCI | Trial of former Premier on corruption charges proceeds without hitch. Expert economic opinion suggests TCI Govt management of the economy is now functional and sustainable. |
| Governors Discretionary Budgets | Good news stories emerge each Quarter from Governors’ offices to counter negative and cynical views that Governors are just there to impose rules. Such as use of Funds for positive PR projects that benefit their local communities with no quid pro quo. |
| Falklands Strategic Communications | Outcome of Falklands Referendum (March 2013) is acknowledged on international forum and propaganda campaigns by Argentina are met with suitable responses. All FY. |
| Heads of Public Service Meeting (HoPS) | The annual FCO-funded HoPS meeting (autumn 2015) sees willing engagement from all Territories and delivers a realistic and tangible set of outcomes. |
| The Jubilee Programme | All Posts deliver quarterly reports on which OT public servants have been on secondments; Civil Service Learning provides data on numbers using the on-line training facility; accurate records kept of all training supported by the Programme. Each Quarter of FY 15/16. |
| Economic Development | The OTD Economic Advisers identify at least one project that will be enhanced through whatever input they authorise. |
| Darwin Plus Environmental Fund | The pan-Whitehall Darwin Plus Project Board endorse all projects favoured by the FCO Board Member. |
| British presence in Antarctica | Our presence is maintained and we gain international recognition and cooperation on the strength of our commitment and expertise. |

**4. OPERATIONAL ARRANGEMENTS**

* 1. **Implementation Plan**

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| **Programme Activity** | **Timing** | **Responsible** |
| Governors’ Delegated Budgets set for FY | By start of April 2015. | OTD Programme Team |
| Quarterly Updates on programme outcomes |  | Governors’ Offices |
| OTD and Post Business Plans updated to reflect revised allocations and revaluate latest priorities. | By end April 2015 | OTD Posts and Programme Team |
| Monthly OTD Programme Meetings to enable timely reallocations of funds to respond swiftly to emerging threats | Throughout year | Director and OTD Programme Team |
| Explore with DFID options for transfer of some costs in ODA-eligible Posts onto DFID funding. | April to September 2015 | OTSPF Manger and Head of Caribbean Dept. |
| Joint Ministerial Council to seek Ministerial and Leaders’ view on current areas for priority focus. | November 2015 | FCO and OT Govts |

* 1. **Programme Budget** *(In the tables below, set out the programme budget for projects, devolved administration and identify any ringfenced parts of the budget)*

**4.2.1 Total Annual Budget for Projects**

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| £ 4.75m |

**4.2.2 – 4.2.4 Budget for Projects**

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| **ITEM** | TOTAL |
| **4.2.2 Ongoing Projects** |  |
| **4.2.3 Projects approved but not started** |  |
| **4.2.4 Unallocated** | **£4,750,000** |
| **TOTAL** | **£ 4,750,000** |

**4.2.5 Ring-fenced budget (if any)** *(Identify any specific amounts allocated to countries or sub-objectives)*

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| **COUNTRY** | TOTAL |
| Anguilla | £ 85,000 |
| Ascension | £20,000 |
| BVI | £ 85,000 |
| Cayman | £ 75,000 |
| Falklands | £ 85,000 |
| Montserrat | £ 85,000 |
| Pitcairn | £ 20,000 |
| St Helena | £ 85,000 |
| TCI | £ 75,000 |
| South Georgia South Sandwich Islands | £ 10,000 |
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| **SUB-OBJECTIVE** | TOTAL |
| Good Governance – Governors Delegated Budgets and Jubilee Programme | £ 760,000 |
| Security – Caribbean Security Advice (Miami) | £ 810,000 |
| Security **-** British Indian Ocean Territory | £ 850,000 |
| International Subscriptions – UK’s Antarctic Presence | £ 780,0000 |

**4.2.6 Devolved Administration Budget** *(Identify the main items under Devolved Administration and their total budgets for the year)*

**4.2.6.1 Devolved Administration Budget Breakdown**

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| **ITEM** | TOTAL |
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|  |  |
| **TOTAL** |  |

* 1. **Staffing** *(Detail overall staffing requirements for Programme Teams and provide general information on Post staffing requirements)*

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| The London programme team is made up of 1.5FTEs. At OTD Posts as some staff work for both the Territory Government and the FCO it’s hard to define the FTE. |

* 1. **Risk Analysis and Management** *(Identify main risks to programme success and how they will be managed)*

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| **Risk** | **Like-lihood** | **Impact** | **Risk Status** | **Trend** | **Owner** | **Management Strategy** |
| Further reduction in funding | M | H | A | Level | Director | Presentation of risks  Posed by reductions to FCO Finance Dept |
| No “buy-in”  from OT  Govts causes projects to fail. | M | M | A | Level | Governors/ FCO | Effective political dialogue between OT Leaders and HMG Ministers to address  barriers to project success. Our strategy will need to be constantly reviewed to reflect the fluid nature of issues as they arise. |
| Natural or human disaster renders training and preparedness efforts futile. | M | M | A | Level |  | We can ensure that training on handling natural and shipping disasters reflects best current knowledge but this is a constant learning curve. |

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* 1. **Monitoring & Evaluation Arrangements** *(Detail how programme progress will be monitored, by whom, which methods etc.)*

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| Quarterly Programme Review  All project owners will supply quarterly summaries of their progress to the London OTD Programme Team. In addition to this the OTD Programme Team follow-up specific concerns on an ad-hoc basis.  Major Programme Review/Evaluation  The OTD Programme Team will conduct a full mid-year review of all spend streams to identify risks of failure, opportunity to expand and reallocate. This is conducted by the team with recommendations being made to the OT Director.  Dissemination of Reports and Lessons Learned  There will be a greater focus on impact assessments this year. As these come in they will be shared across the network to highlight success or otherwise. |

**5. STAKEHOLDER MANAGEMENT & COMMUNICATION** *(Identify main stakeholders, their roles and how messages will be communicated. Clearly identify the key decision makers)*

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| **Stakeholder** | **Main Interest/**  **Issues/**  **Concerns** | **Management Objectives / Communication Objectives** | **Key Messages** | **Communication Method** |
| UK Ministers | High value placed by this Government on the UK/OT relationship. | FCO Ministers and FCO officials meet regularly with OT politicians. A process of continuous dialogue is vital to resolve issues promptly. |  | Ministerial visits, the annual Joint Ministerial Council provide the most effective options for communication. |
| FCO Director and OTD staff | Assurance that the Programme is correctly targeted and adequately resourced/  managed. | To be sure that our projects are realistic and give sustainable outcomes. To be able to gain maximum impact from good news stories. |  | Clear guidance messaging from the Centre to Posts. Better use of the FCO.Gov and social media platforms being developed. |
| UK Parliamentarians | There is keen interest from MPs and parliamentary committees in all OT matters. Concern on how UK resources are allocated to the OTs. | To assure MPs that all OTSPF resource is managed well and delivers against agreed targets. |  | Full and informative responses to PQs. Comprehensive briefing for Ministers and officials when appearing before the FAC and All-Party Groups. We will continue to encourage direct interaction between Westminster and OT politicians. |
| Territory Governments and populations. | Possible concern that FCO funding reductions reflect a drop in priority. | Assurance that this is not case and that we aim to target resources as precisely as we can. | Overall reduction in resources available across the FCO. Not being singled out. | Primarily this will fall to Governors in the front-line, though FCO Minister regularly writes out to OT leaders when planning the annual summit. |

**6. OTHER ISSUES/INFORMATION**

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| It is important to distinguish the difference between the OTSPF and the FCO’s other SPFs. This programme is aimed at supporting the UK’s obligations towards its Territories. So much of what it does is non-discretionary – without it some of the unpopulated and sparsely populated Territories have few alternative support mechanisms.  This Government’s political commitment to the Territories is long term and will remain until such time as a Territory wishes to remain British. Each Territory’s constitutional relationship with the UK is different which means that with two or three exceptions, our funding is targeting different obligations.  It is also important to note that the United Kingdom Government is ultimately liable for the Territories – should a natural, economic or other catastrophe occur - HMG carries the risk. Much of the OTSPF is about reducing the risk from the contingent liability and the *immediate* benefit of some project s will not always be obvious. |

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|  | Objective/Sub-objective | | | | | |
|  | Objective 1- Security | | | | | |
| **Country** | 1a | 1b | 1c | 1d | 1e | 1f |
| BIOT | X |  |  |  |  | X |
| Anguilla |  | X | X |  |  | X |
| Bermuda |  | X |  |  |  | X |
| BVI |  | X | X |  |  | X |
| Cayman |  | X | X |  |  | X |
| Falklands |  |  |  | X |  | X |
| Montserrat |  | X | X |  | X | X |
| TCI |  | X | X |  |  | X |
| St Helena |  |  |  | X |  | X |

###### Annex 1

**Programme Objectives/Sub-Objectives by Country** *(Show which objectives/sub-objectives will be the focus of projects in each country)*

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|  | Objective/Sub-objective | | | | |
|  | Objective 2 – Good Governance | | | | |
| **Country** | 2a | 2b | 2c | 2d | 2e |
| Anguilla |  | X |  | X | X |
| Bermuda |  | X |  | X | X |
| BIOT |  | X |  |  |  |
| BVI |  | X |  | X | X |
| Cayman |  | X |  | X | X |
| Falklands |  | X | X | X | X |
| Gibraltar |  | X |  | X | X |
| Montserrat |  | X |  | X | X |
| Pitcairn |  | X |  | X |  |
| St Helena  (Ascension/  Tristan) |  | X |  | X | X |
| South Georgia |  | X |  | X |  |
| Turks and Caicos | X | X |  | X | X |

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|  | Objective/Sub-objective | | |
|  | Objective 3 –Economic Development | | |
| **Country** |  |  |  |
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| All Caribbean  Territories  Primarily but open to others if required. | X |  |  |

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|  | Objective/Sub-objective | | |
|  | Objective 4 – Environment - Sub Objective – The Darwin Plus Environmental Fund | | |
| **Country** |  |  |  |
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| All Territories are eligible for funding. | X (subject to Darwin  Project Board approval) |  |  |
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|  | Objective/Sub-objective | | |
|  | Objective 5 –International Obligations | | |
| **Country** |  |  |  |
|  |  |  |  |
| British Antarctic Territory and South Georgia South Sandwich Islands | Payment of subscription to Antarctic Treaty and CCAMLR and contributions towards costs of British Antarctic Survey. |  |  |