



Stabilisation Unit

Stabilisation Unit Business Plan 2017-20

April 2017

INTRODUCTION

The Stabilisation Unit (SU) serves as an agile centre of expertise and resource to support Her Majesty's Government's (HMG's) conflict, stability, security and justice work in fragile and conflict-affected states (FCAS). We continue to refine our offer to HMG in response to demand and feedback.

In our 2016-20 plan we expanded our scope to include transnational threats and respond to the direction set in the 2015 National Security Strategy and Strategic Defence and Security Review. For 2017-20 we continue to consolidate the work that we have done in those areas and have updated the plan to reflect best practice on monitoring and evaluation, further refining our qualitative and quantitative metrics and working to draw out the key outcomes. This has led us to highlight the work we do with our international partners as a distinct business plan outcome, "Strengthening International Partnerships", which consolidates and concentrates existing activities.

For 2017-20 the SU will:

- Continue to develop the evidence base and provide tailored advice on transnational security issues whilst developing the capacity to scale up our capacity to support NSC Department requests, particularly on: countering violent extremism, counter-terrorism, counter-insurgency, serious and organised crime, modern slavery and migration;
- Increase its capacity to provide expert advice on understanding and responding to gender, peace and security issues;
- Increase its capacity to provide monitoring and evaluation advice, developing a dedicated CSG cadre and providing new training and guidance;
- Enhance its training offer through an expanded portfolio, including e-learning modules, integrating with the virtual National Security Academy and responding to demand with more courses delivered overseas;
- Engage more strategically with multilateral organisations in support of HMG institutional reform and country-specific objectives. This will include lesson learning and improving the quality and added value of UK multilateral deployments;
- Strengthen its civil-military focus, with increased and more sustained civilian support to priority military formations and establishments, and expanded civil-military training and resources for civil servants; and
- Continue to provide an effective platform for the National School of Government International (NSGI), and the Joint International Policing Hub (JIPH) working with the Foreign and Commonwealth Office, Home Office, Association of Chief Police Officers and the National Crime Agency.

The SU will work to maintain its comparative advantage in delivering services to Conflict, Stability and Security Fund (CSSF) policy owners through offering advice that ensures and promotes an integrated HMG approach, drawing on and developing HMG's own experience and capacity. The SU will help HMG understand, plan, deliver and learn from its interventions in FCAS. To support this the SU will continue to engage with international partners, non-governmental organisations and the private sector looking to learn from others and share our own experience.

The SU's geographic priorities are set by the National Security Council (NSC) and informed by the CSSF Quarterly Review Panel as well as Regional and Thematic Boards.

SUPPORTING NSC TO BUILD STABILITY IN FRAGILE & CONFLICT-AFFECTED STATES

A Centre of Expertise
for HMG on conflict, stability, security and justice issues



SU RESULTS CHAIN

Assumptions:
 - HMG understands and engages with SU's offer
 - SU is able to provide professional and relevant experts in a timely fashion

Assumption: SU advice, analysis, expertise, training and guidance is high quality, relevant and influential

Assumption: HMG uptake of advice and analysis and willingness to learn and apply lessons

Making it Happen

- Provide effective corporate support ensuring value for money and proactive management of people and resources
- Provide expert advice, analysis, training and guidance on specialist themes
- Recruit, manage and develop flexible, credible, professional civilian expertise
- Train, deploy and recover SU deployees
- Manage Joint International Policing Hub

- £££
- HMG Staff
- Operating Framework

SU Analysis and Advice informs and influences HMG staff

NSGI delivers support to civil service and centre of government reform in NSC priority countries

SU provides relevant experts for HMG roles in support of NSC objectives

SU provision of advice, people and equipment supports effectiveness of HMG's early response to crises

SU training and guidance strengthens HMG staff lesson learning and application

POLICY INTO DELIVERY
 Delivery of HMG Conflict, Stability, Security, Justice and Institutional Reform policies and programmes in NSC priority countries are informed, improved and influenced by SU advice, analysis and expertise

STRENGTHENING INTERNATIONAL PARTNERSHIPS
 HMG efforts to improve the international system are strengthened by SU engagement, expertise and relationships with multilateral organisations and bilateral partners

LEARNING FROM EXPERIENCE
 HMG's ability to learn lessons from experience and apply best practice to conflict, stability, security, justice and institutional interventions is improved by SU evidence and guidance

HMG policy, approach and delivery of conflict, stability, security and justice interventions are informed, integrated and offer value for money

INPUTS

ACTIVITIES

OUTPUTS

OUTCOMES

IMPACT

Making it Happen: Inputs and Enablers

Ensure SU has the human and financial resources in place to find the right people, with the right experience, and then deploy them safely, with the right equipment, to the right place at the right time

Enabler	Key Activities	Performance Measure
E1: SU continues to manage and provide effective corporate support ensuring value for money and proactive management of people and resources	<p>E1.1 Provide effective and timely HR advice, support and guidance on all employee life cycle issues for core staff and those under stand-alone FCO contracts, in line with legislation and HMG policies and processes;</p> <p>E1.2 Oversee SU CSSF budget and Partners Across Government (PAG) funds in line with DFID and HMG rules and policies. Manage SU finance processes, reporting on all allocated resources, lead on financial improvements and provide financial information, advice and reporting that supports decision making at strategic and operational levels;</p> <p>E1.3 Develop levels of commercial awareness to strengthen and maintain effective management of SU commercial activities in line with the Commercial Strategy & Implementation Plan;</p> <p>E1.4 Promote and generate awareness of SU activities through clear and targeted internal, external and cross-government communications;</p> <p>E1.5 Effective and timely responses to corporate activities such as augmenting a VfM culture, and improving risk management; and</p> <p>E1.6 Ownership of SU Learning and Development offer and resources.</p>	<ul style="list-style-type: none"> Financial spend within 3% of budget at year end; 95% of RAFs, which have received financial sign-off, are converted into purchase orders within 48 hours; 90% of deployees requests loaded on HR Passport within three days; and 90% of SU Job Adverts to be placed on CS Jobs within three days.
E2: Provision of a credible, professional and flexible Civilian Stabilisation Group (CSG) which is recruited, developed and managed to ensure that it meets current and future demand.	<p>E2.1 Recruit, manage and develop a cadre of high-quality, readily available, deployable experts, including Senior Advisers, across a range of thematic skillsets in line with current and future HMG demand, determined through strategic horizon scanning; and</p> <p>E2.2 Recruit, manage and develop a high quality serving Policing pool to support HMG aspirations on international policing and the planned increase to the numbers of UK police deployed to provide overseas assistance, including the UN.</p>	<ul style="list-style-type: none"> 85% of urgent CSG positions (advertised for less than 7 days) and 90% of regular CSG positions are successfully filled within agreed timelines; 90% of CSG positions advertised in Tier 0, 1 and 2 priority regions are successfully filled; and 70% of CSG Categories are within upper and lower target numbers (based on CSG data analysis and horizon-scanning)

Making it Happen: Inputs and Enablers

Ensure SU has the human and financial resources in place to find the right people, with the right experience, and then deploy them safely, with the right equipment, to the right place at the right time

Enabler	Key Activities	Performance Measures
E3: SU maintains a system for safely training, deploying, sustaining and recovering civilian experts and serving Police officers	<p>E3.1 Deployee pre-deployment training meets SU DoC requirements: Hostile Environment Training, driver training, firearms training & TRIM where appropriate;</p> <p>E3.2 Pre-deployment logistics including travel arrangements, pre-deployment medicals/ assessments and pre-briefs are conducted before agreed deployment date;</p> <p>E3.3 The SU holds sufficient stocks to support all deployments (including crisis) of appropriate vehicles, personal protection equipment, communications devices, medical packs, weapons (where appropriate) and Police uniforms; and</p> <p>E3.4 Post-deployment logistics: deployees are de-briefed and attend relevant end of deployment medical during the recovery phase.</p>	<ul style="list-style-type: none"> • 80% of deployees confirm that the SU's pre-deployment training, security and deployment arrangements suitably prepared them for their deployment; and • 100% of deployees deployed in accordance with SU Duty of Care obligations (trained, equipped, sustained and recovered correctly) including: • 90% of deployees fully HET/SAFE trained without the need for an extension or waiver.
E4: Joint International Policing Hub (JIPH) brings HMG, police, law enforcement and other stakeholders together to coordinate and develop the UK's international policing offer	<p>E4.1 Embed the newly launched JIPH. Identify, prioritise, develop and deliver non-operational international policing requirements and requests in line with HMG priorities and according to need;</p> <p>E4.2 Embed the newly launched web-based International Police Assistance Brief (IPAB) process, communicate requirements and develop national compliance;</p> <p>E4.3 Provide the national single point of police assistance expertise on OSJAs and quality control all OSJAs submitted to it; and</p> <p>E4.4 Follow-up on and develop activity arising from the <i>International Policing: The Way Ahead for Britain</i> event.</p>	<ul style="list-style-type: none"> • 90% of IPAB consultation processes initiated within one working day.

Outcome 1 - Policy into Delivery:

Delivery of HMG Conflict, Stability, Security and Justice policies in NSC priority countries are informed, influenced and improved by SU advice, analysis and expertise

OUTCOME INDICATOR: Evidence of uptake of SU advice, analysis and/or expertise by HMG staff working on conflict, stability, security and justice policies and programmes (annually) via 2 case studies

Output	Key Activities	Indicators
<p>1.1: SU provides evidence-based analysis and advice to inform and influence the development of integrated policy and strategy in priority NSC countries and their translation into effective operational delivery and impact, focussed on our core thematic offer (see p.13)</p>	<p>1.1.1 Promote and facilitate cross-government ownership and buy-in of analysis, policy and programmes;</p> <p>1.1.2 Provide evidence-based analysis and advice to inform policy, strategy and planning processes, including NSC Strategy and CSSF country portfolio reviews;</p> <p>1.1.3 Provide practical and technical support to programme design, reviews and evaluations to ensure that HMG responses are adapted to context and deliver HMG policy impact, providing enduring and consistent support to priority HMG country teams;</p> <p>1.1.4 Facilitate integration of cross-cutting themes and commitments such as gender and conflict sensitivity into strategy development and programme design;</p> <p>1.1.5 Produce strategic analysis, and promote understanding and integrated responses to transnational stability and security challenges, particularly Countering Violent Extremism, Serious Organised Crime, Migration, and Modern Slavery; and</p> <p>1.1.6 Provide real-time, short lessons products on demand or in response to perceived need.</p>	<p>Number of tasks disaggregated by:</p> <ul style="list-style-type: none"> • Country; • Repeat business by the same client; • Type of tasking or product (scoping review, Annual Review etc.); and • Thematic area of support (e.g. CVE, migration, gender). <p>Quality of delivery</p> <ul style="list-style-type: none"> • 80% of clients surveyed agree that the support/products SU provided were relevant to their need; • Evidence of independent references to SU thematic work or advice documented in relevant country, regional and thematic forums; and • Perceptions of clients interviewed on the relevance and value of SU's thematic work.

Outcome 1 - Policy into Delivery:

Delivery of HMG Conflict, Stability, Security and Justice policies in NSC priority countries are informed, influenced and improved by SU advice, analysis and expertise

Output	Key Activities	Indicators
1.2: SU advises on and provides expert capacity to undertake specific roles in support of NSC objectives	1.2.1 Seconding technical advisers to support host governments as part of achieving NSC strategy objectives; 1.2.2 Providing specialist experts to deliver niche roles in HMG platforms ; and 1.2.3 Assisting with the terms of reference to ensure that the customer gets the widest choice of appropriate personnel.	Number of tasks disaggregated by: <ul style="list-style-type: none"> • Country; • Repeat business by the same client; • Type of tasking or product (scoping review, Annual Reviews etc.); and • Thematic area of support (e.g. CVE, migration, gender). Quality of delivery <ul style="list-style-type: none"> • 80% of clients surveyed who agree that the support SU provided was relevant to their need; and • 80% of clients surveyed who report the CSG member provided credible advice.
1.3: SU supports effective HMG early response to significant crises through the provision of advice, people and equipment	1.3.1 Ensure SU crisis offer is understood across all departments <u>and</u> complements Departmental capacity; 1.3.2 Provide thematic and operational expertise , advice and analysis to support effective planning and delivery in response to crisis; and 1.3.3 When requested, deploy appropriate people and equipment to support a cross-HMG/departmental-led response.	Quality of delivery <ul style="list-style-type: none"> • 80% of clients surveyed who agree that the support SU provided was relevant to their need; • 95% of equipment deployed is within the agreed performance/cost/time (PCT) parameters; • 80% of deployments achieved within the agreed timeframe; and • 80% positive feedback on deployees' contribution.

Outcome 1 - Policy into Delivery:

Delivery of HMG governance and institutional reform policies in HMG priority countries are informed and improved by NSGI advice, analysis and expertise

Output	Key Activities	Indicators
<p>1.4: NSGI delivers more effective institutions and delivery of public services through sustainable reforms of the civil service and engagement with the centre of government in HMG priority countries</p>	<p>1.4.1 High quality, flexible and value for money (VfM) diagnostic, scoping and design interventions to identify and articulate opportunities for HMG and ensure quality relationship management by experienced core advisory staff;</p> <p>1.4.2 Follow up short term delivery of expert advice on civil service and complex reform process at the centre of government, drawing on experience from NSGI's core team and across HMG for an integrated offer; and</p> <p>1.4.3 High quality and VfM delivery of medium-longer term institutional reform projects/programmes, fully funded on a cost recovery basis outside of core CSSF funds.</p> <p>1.4.4 Advisory support (critical friend) of medium-longer term institutional reform projects/programmes.</p>	<p>(a) CSSF Priority counties</p> <ul style="list-style-type: none"> • Feedback (Regional Board, policy sponsor, client, programme reviews) with evidence of positive impact; • 30 short term interventions; and • 500-600 adviser delivery days. <p>(b) DFID focus states</p> <ul style="list-style-type: none"> • Feedback (DFID CO, client, programme reviews) with evidence of positive impact; • 10 short term interventions; and • 300 adviser delivery days. <p>(c) Medium-longer term projects/programmes</p> <ul style="list-style-type: none"> • 3 multi-year funded programmes directly delivered by NSGI; • Ongoing advisory (critical friend) engagement in institutional reform projects/programme being delivered by HMG; and • Average "A" Annual Review score for any distinct NSGI delivered programmes requiring Annual Review. <p>(d) Wider HMG priority countries</p> <ul style="list-style-type: none"> • Fully funded, cost recovery, projects on demand and subject to capacity to also deliver (a) & (b).

Outcome 2 – Strengthening International Partnerships: HMG efforts to improve the international system are strengthened by SU expertise and relationships with multilateral organisations and bilateral partners

OUTCOME INDICATOR: Evidence of uptake of SU advice, analysis and/or expertise by HMG staff working on international and multilateral conflict, stability, security and justice policies and programmes (annually) via 2 case studies

Output	Key Activities	Indicators
2.1: SU technical expertise is fully accessible to all HMG teams working with multilateral organisations	<p>2.1.1 Provide upstream policy advice to HMG as well as bilateral and multilateral partners to improve operational delivery;</p> <p>2.1.2 Provide technical advisers to support multilateral missions to contribute to achieving NSC strategy objectives;</p> <p>2.1.3 Influence the development of stabilisation country plans or institutional doctrine, including that of civ-mil partners; and</p> <p>2.1.4 Through the launch of the Joint International Policing Hub, increase the numbers of UK police deployed to provide overseas assistance, including the UN.</p>	<p>Number of Tasks, Products or Debriefs disaggregated by:</p> <ul style="list-style-type: none"> • Country; • Type of tasking or product; • Thematic area of support; and • 50% increase to the numbers of UK police deployed to provide overseas assistance, including the UN. <p>Quality of delivery</p> <ul style="list-style-type: none"> • 80% of clients surveyed agree that the support/products SU provided were relevant; • Evidence of independent references to SU thematic work/or advice documented in relevant plans and doctrine; and • Perceptions of clients interviewed on the relevance and value of SU's thematic work.
2.2: SU evidence and guidance strengthens international lesson learning and promotes UK policy objectives	<p>2.2.1 Exchange stabilisation best practice and guidance with bilateral partners and multilateral organisations through peer-to-peer engagement (e.g. Stabilisation Leaders Forum) and strategic relationships;</p> <p>2.2.2 Provide specialist advisers to international military exercises and training courses; and</p> <p>2.2.3 Identify lessons and information from employee debriefs which are explicitly relevant to UK objectives to improve results monitoring and future policy development.</p>	
2.3: SU management of multilateral deployees and roles improves the effectiveness of UK contributions	<p>2.3.1 Invest in civilian/police expert deployees to multilateral missions, ensuring they have a robust understanding of SU's and wider HMG's priorities relevant to their work;</p> <p>2.3.2 Invest in SU relationships with the various multilateral institutions to better understand their recruitment, promotion and leadership criteria; and</p> <p>2.3.3 Continue to drive improvements to mission safety and security policies to facilitate timely, effective and safe deployments.</p>	<p>Number of Deployments disaggregated by:</p> <ul style="list-style-type: none"> • Region/Country; and • Role. <p>Quality of delivery</p> <ul style="list-style-type: none"> • 80% of clients surveyed who report the deployee provided credible advice/support.

Outcome 3 - Learning from Experience:

HMG's ability to learn lessons from experience and apply best practice to conflict, stability, security and justice interventions is improved by SU evidence and guidance

OUTCOME INDICATOR: Evidence of uptake of SU lessons, and/or thematic expertise by HMG staff working on conflict, stability, security and justice policies and programmes (annually) via 2 case studies

Output	Key Activities	Indicators
3.1: Capture evidence and share guidance to strengthen HMG lesson learning and application	<p>3.1.1 Promote and communicate the recently refreshed JACS guidance, including refreshed and rebranded light touch "BASIC" analysis (Baseline Assessment of Conflict and Stability) and provide continued support to regional and country JACS;</p> <p>3.1.2 Continue to provide dedicated support on conflict sensitivity to programme teams;</p> <p>3.1.3 Promote best practice on gender, conflict and stability including in analysis and programme design; capturing and sharing lessons; delivering and supporting progress against the UK's National Action Plan on Women, Peace and Security and PSVI objectives; development and management of a cadre of Gender, Conflict and Stability experts; and delivering training;</p> <p>3.1.4 Strengthen the SU's offer in Monitoring and Evaluation. Lead high quality Monitoring and Evaluation review processes (region, country, thematic, programme, project, organisational) and provide practical support to HMG in the development of a stronger approach to M&E; development and management of a cadre of M&E experts; and delivering training;</p> <p>3.1.5 Underpin the UK Approach to Stabilisation with an evidence base of case studies of what stabilisation interventions look like in support of political deals, and conduct an outreach programme with international partners;</p> <p>3.1.6 Develop and deliver a full refresh of the SU's main guidance and policy documents, ensuring our approach takes full account of the Iraq Inquiry Report and best practice from recent work;</p> <p>3.1.7 Improve the knowledge base for Security and Justice interventions and improve HMG access to expertise; and</p> <p>3.1.8 Continue to develop the evidence base and provide tailored advice on transnational security issues with a particular focus on: countering violent extremism, counter-terrorism, counter-insurgency, serious and organised crime, modern slavery and migration in FCAS.</p>	<p>Number of thematic guidance/advice/products delivered disaggregated by:</p> <ul style="list-style-type: none"> • Number of these commissioned by clients; • Type of product delivered (lessons report, case studies, analysis); and • Thematic area of support (e.g. CVE, migration, gender). <p>Quality of Delivery</p> <ul style="list-style-type: none"> • 80% positive feedback on thematic tasks from clients; • 80% of clients surveyed who agree SU thematic support or products are relevant and valuable; • Independent references to SU thematic work/or advice documented in relevant country, regional and thematic forums; and • Feedback on the perceived relevance and value of SU's thematic work.

Outcome 3 - Learning from Experience:

HMG's ability to learn lessons from experience and apply best practice to conflict, stability, security and justice interventions is improved by SU evidence and guidance

Output	Key Activities	Indicators
3.2: SU supports specialist training on conflict, stability, security and justice issues	<p>3.2.1 Enhance SU's training offer through delivery of an expanded portfolio of face-to-face thematic courses, available at UK and selected overseas locations:</p> <ul style="list-style-type: none"> • Conflict and Stabilisation • Conflict Sensitivity • Gender, Conflict and Stability • Monitoring and Evaluation • Security and Justice • Understanding and Working with the Military; <p>3.2.2 Develop e-learning modules on thematic priorities including transnational security issues, accessible to all HMG staff; and</p> <p>3.2.3 Continue to provide CSSF programme teams with bespoke training on practical application of best practice, including Learning from Experience workshops.</p>	<p>Number of participants attending training disaggregated by:</p> <ul style="list-style-type: none"> • Department; and • Gender. • 90% of planned training delivered each year. <p>Quality of Delivery</p> <ul style="list-style-type: none"> • 85% of participants confirm course delivered well (training meets stated aims and objectives); • 80% of participants report an increase in their thematic knowledge and understanding as a result of attending an SU training course; and • 80% of participants surveyed 3-6 months later report at least one action they have applied to their work or programming as a result of attending an SU training course.
3.3: SU strengthens the civil-military element of HMG's integrated approach to conflict, stability, security and justice	<p>3.3.1 Doctrine & Guidance: Strengthen civil-military lesson learning, guidance and doctrine of military and key civilian departments/units;</p> <p>3.3.2 Civilian Capability: Improve SU and wider HMG civil-military capability to more effectively support military formations and PAGs; and</p> <p>3.3.3 Education, Training and Practice: Strengthen support to prioritised military and PAG customers to promote better incorporation of civil-military lessons and best practice into their operations, defence engagement, programming, exercises, training and education.</p>	<p>Number of exercises (and adviser days), military education and training courses and doctrine products which SU has supported or delivered.</p> <p>Quality of Delivery</p> <ul style="list-style-type: none"> • 90% of clients surveyed report SU provided relevant and credible input to military doctrine and education and training courses; and • 90% of clients surveyed report SU civilian advisers provided relevant and credible advice and input to military exercises.

Outcome 3 - Learning from Experience:

HMG learns lessons from experience and evidence of what does and does not work and applies them to policy and approaches to address governance issues in HMG priority countries including FCAS

Output	Key Activities	Indicators
<p>3.4: NSGI ensures learning is adopted and applied by HMG in “what works, how and why” on centre of government reform and the practitioner to practitioner model</p>	<p>3.4.1 Capture, promotion and sharing of “what works, how and why” experience in civil service and centre of government reform within HMG (in particular in respect of FCAS) through publications, dissemination and launch events, practitioner workshops, partnership working and publications with expert external institutions i.e. UNDP, World Bank etc;</p> <p>3.4.2 Development and delivery of lessons learned function to inform policy and to improve impact of practitioner to practitioner partnership approaches across HMG (e.g. DFID’s Great for Partnership initiative).</p> <p>3.4.3 HMG Centre of Excellence service on institutional reform. Provide a cross HMG service as the source of core expertise on effective approaches to civil service and institutional reform at the centre of government to improve analysis, strategy development, programme design, delivery and evaluation.</p>	<ul style="list-style-type: none"> • Quarterly HMG learning forums and production of at least two tailored learning products; • 70% positive feedback on UK-wide learning event; • 70% positive feedback on first global learning event; • Evidence of influencing wider HMG policy on civil service and centre of government reform; • Positive feedback on documented NSGI support to HMG on practitioner to practitioner partnerships and institutional reform.

THE THEMATIC OFFER

The Stabilisation Unit's offer to HMG includes a core of expertise that sits within the SU itself, as well as a broader range of skills and experience available through the Civilian Stabilisation Group (CSG). The SU only maintains expertise on the roster that it can quality assure through core staff capacity.

This expertise can be used at all stages of the strategy and programme cycle, from **analysis, planning, scoping and design**, through to advice on **implementation modalities** and **delivery platforms**, to **review** and **evaluation** of activity. It is informed by a **deep understanding of the international system** in fragile and conflict-affected states. **Gender** is a priority focus across all our areas of work, particularly support to the Gender Equality Act and the UK's implementation of its **Women, Peace and Security** priorities.

The SU offer is focussed on the following thematic issues:

- **Civil Service and centre of government reform (through NSGI);**
- **Conflict, Stability, Security and Justice Analysis** (being the home of the JACS) and promoting **conflict sensitivity**;
- **Conflict Prevention and Peacebuilding programmes;**
- **Stabilisation** (as set out in the [UK Approach to Stabilisation](#) and [Security Sector Stabilisation](#)) with a particular focus on **political deals**;
- **Security and Justice**, including **International Policing** working with a wide range of formal and informal actors at national and community levels;
- **Civil-Military** and **HMG Integrated Approaches** to conflict, stability, security and justice;
- **Governance** – including local level governance in conflict affected environments;
- **Gender, Conflict and Stability**;
- **Monitoring and Evaluation**;
- **Strategic Communications**; and
- **Transnational stability and security challenges** – including **Countering Extremism, Serious Organised Crime, Modern Slavery and Migration**.

MONITORING AND EVALUATION APPROACH

The Stabilisation Unit's Monitoring and Evaluation framework has been revised for FY 17/18 to make better use of the data and management information we gather on a quarterly basis and to enable us to capture the influence of our work on HMG through an annual qualitative assessment. The new SU Results Chain provides an improved overview of the strategic impact and influence of our work and is complemented by revised output indicators and targets. Most of these are based on historical data or trends but some indicators have been developed without baseline evidence. The SU annual review will provide an opportunity to reflect on the appropriateness of these and/or suggest alternatives.

At **Output** level, we will:

- Assess the delivery of our outputs using internal and external data sources;
- Disaggregate data to show balance of effort across regions, countries and task types;
- Synthesise data and compile a short trends report and analysis on a quarterly basis; and
- Capture perceptions on the quality of delivery and evidence of uptake from HMG (via an adapted client feedback questionnaire and independent references to SU's work).

At **Outcome** level, we will:

- Capture annually evidence of outcome level change and SU influence through new outcome level indicators measuring uptake and application of SU advice, analysis, guidance and/or thematic expertise by HMG staff working on conflict, stability and security, justice and institutional reform (NSGI) policies and programmes;
- Commission an annual qualitative assessment (using Key Informant Interviews and case studies) to provide evidence towards our outcomes and answer the '*so what*' of SU's contribution to NSC objectives through regional and thematic work. This will be designed to ensure a level of independence to SU's feedback and provide annual evidence to feed into SU's annual review; and
- Communicate SU 'added value' through regional or thematic case studies of SU support.

This approach will:

- Enable better understanding of our critical success factors and the limitations of our engagement;
- Improve resource planning and decision making based on known trends and future forecasts; and
- Provide evidence of our influence in response to increased scrutiny.

EMPOWERING OUR PEOPLE

Our people are the heart of the SU and our greatest asset.

We recognise that we are only as good as our people and so we provide a supportive environment where we operate as one team and support each other in all that we do, welcoming new colleagues, promoting diversity and enabling a healthy work-life balance.

We work in a fast-paced and evolving area. We know that we all need to be flexible in our roles and mutually supportive to ensure that periods of surge are well-managed.

We provide a rewarding environment where we actively support our staff in their personal development in conflict, stability and security issues as well as broader civil service competencies. We celebrate our successes and encourage each other to achieve our potential. As outlined in the SU Learning Offer, we encourage everyone to use their five days of learning and development as a minimum, and help them prepare for their next post in the civil service including through the SU Mentoring programme.

We are committed to identifying and dealing with poor performance quickly and supportively.

We are not afraid to fail. When we do, we see it, individually and collectively, as an opportunity to learn, improve and grow.

We provide a diverse and inclusive environment where it is safe to challenge and to speak truth to power. We look at constructive challenge at all levels as a positive.

We have an SU Vision and Charter which outline what we want to achieve and how we want to achieve it.

Our People Champions initiative provides an additional, confidential avenue where staff can raise issues and problems and feed in ideas to make the SU the best place possible to work. Our Diversity & Inclusion Working Group helps us to ensure that we are treating everyone equally without consideration for age, race, gender, culture, physical ability, appearance, education or religious background.

BUDGET

Financial Years	2017 / 2018 £000's	2018 / 2019 £000's	2019 / 2020 £000's
Policy into Delivery	670	654	690
Making It Happen	1988	2058	2000
Learning from Experience	1769	2124	2258
Joint International Police Hub	540	628	691
Corporate *	7310	8122	8150
National School of Government International (CSSF) **	673	664	700
Total (CSSF) ***	12,950	14,250	14,490

Strengthening International Partnership costs are mainstreamed through the Policy into Delivery, Making it Happen and Learning from Experience lines

* The Corporate line includes funds to support the transition from the HEOSS to new HEROS contract with the commercial providers, staff costs and accommodation charges.

** NSGI has two sources of core funding : CSSF (via SU) above and from the DFID GOSAC programme (DFID core funding on a cost recovery basis).

*** Provisional budgets have been agreed for 2018/19 and 2019/20 as part of the initial four year bid. As with this year, the amounts may reduce due to efficiency savings.

Value for Money

The SU is committed to making the best possible use of our CSSF resources to maximise our impact as a centre of expertise for HMG on conflict, stability, security and justice. In particular we will ensure we are able to deploy the right people, to the right place, at the right time, for a reasonable cost. We will do this by:

- Effective Workforce Planning: continual review of the organisational structure of civil service staff/Deployable Civilian Experts (DCEs) to ensure business delivery is supported efficiently;
- Working collaboratively with other government departments: share delivery/good practice to generate economies of scale and drive up standards;
- Financial governance and oversight: Senior Leadership Team to provide strong financial governance and oversight to SU's budget allocation (including other government funds) to ensure resources are best used and waste is prevented; and
- Better Purchasing: continue to appraise and renegotiate services and contracts to ensure they are fit for purpose.

For 2017/18 we have identified the following efficiencies:

- Using SAFE/SAFE+ for staff deploying to non-multilateral platforms;
- Use of a new Hostile Environment Training provider following a successful procurement process;
- Switching to using the FCO provider for medical clearance of deploying staff – the savings from which are being invested in improving deployee and core staff ability to provide Trauma Risk Management (TRiM). This cadre of trained personnel will also be made available (where practical) to the FCO and British Council under a tri-lateral agreement;
- Reducing our armoured vehicle holdings; and
- Using e-learning modules alongside our face-to-face training courses.

Deputy Head of the Stabilisation Unit (Operations) acts as the Value for Money Champion for the SU.

International Development (Gender Equality) Act 2014

The Stabilisation Unit is essential to delivery of **HMG priorities on gender equality** in fragile and conflict-affected states. The SDSR states Women, Peace & Security (WPS) “is a UK priority, and we will ensure that women’s rights are fully taken into account in our overseas counter-extremism work, in humanitarian emergencies, in our early warning and conflict analysis, and in our new military doctrine. We will continue to promote the active participation of women in peace-building discussions, including through work with governments such as in Afghanistan and Iraq.” Failure to ensure conflict, stability, security and justice work in fragile and conflict-affected states is gender sensitive results in less effective contributions to desired outcomes and the potential for unintended harm.

The SU uses a combination of training, expert advice and programme support to integrate gender into SU and wider HMG work. The SU supports departments using the three NSC funds to comply with the Gender Act. Through a Gender and Conflict Adviser, the Gender, Conflict and Stability CSG cadre and the Preventing Sexual Violence Initiative Team of Experts, the SU delivers and support NSC departments to deliver gender sensitive programmes based on gender sensitive conflict analysis, evidence on gender, conflict and peace, and gender disaggregated monitoring and evaluation. The SU works closely with many teams in MOD to integrate gender into doctrine, produce and deliver gender training, and develop the gender and WPS capability within the armed forces.

The SU supports HMG lesson learning on gender and conflict. The SU is committed under the National Action Plan on Women, Peace and Security to provide training to increase HMG’s capacity to do more and better programming on gender equality in conflict. The SU also supports key and emerging UK policy processes to be gender sensitive including, PSVI, WPS, migration, modern slavery and CT/CVE. The SU regularly produces guidance and issues notes on gender sensitive programming and a wide range of conflict and security themes.

SU contributes to UK international leadership on promoting gender equality in FCAS through partnerships with governments and multilaterals including the export of WPS training.

RISK

The SU's approach to risk is designed to ensure we are sufficiently flexible and agile to respond as required to support NSC priorities effectively in fragile and conflict-affected states. The SU operates in sensitive, dynamic and often fast-moving environments, which is acknowledged in our risk probability and impact ratings.

By the very nature of our work in support of the UK Government's stabilisation agenda, the SU places people in locations of increased risk. The safety, security and welfare of the people we deploy is a fundamental concern to us and so we have a robust approach to our Duty of Care obligations. This includes ensuring that deployees are appropriately trained and briefed, and that ongoing assessments are carried out of risks and how to address them. The mitigation measures we put in place, as outlined in the SU Risk Register and security assessments, are designed to address each situation individually to ensure that informed decisions are made with a clear understanding of the net risks.

The SU maintains a detailed risk register which lists our key risks and the mitigation measures we have in place. We keep this under regular review, working with DFID's Better Delivery Department to ensure we are applying best practice to our consideration of risks. Our identified risks cover all major areas of SU activity, including our ability to deliver the right quality of expertise; the impact of our work in informing and shaping HMG's approach to stabilisation; and financial and reputational risks.

RISK COMPLIANCE

The SU uses a range of tools to identify, assess and manage risk. These include:

Duty of Care

- **Duty of Care policy:** we keep our Duty of Care policy updated and in line with UK law and best practice;
- **Deployments risk register:** A comprehensive assessment is completed of each deployee, their location, their duties and the security arrangements available at their destination. This is reviewed at least weekly and distributed to the SLT; and
- **Duty of Care meetings:** Deputy Head (Operations) chairs a weekly Duty of Care meeting to consider specific risks and how to mitigate them.

Finance

- **DFID Statement of Assurance:** This forms a key part of DFID's Governance Statement within the Annual Accounts to provide assurance that management systems are being applied consistently and effectively;
- **Resource Allocation Forms (RAF):** The RAF process enables the unit to maintain appropriate financial controls on individual commitments of monetary and staffing resource. It is completed for all programme spend and details the outcome required and how it fits with Business Plan priorities, the activity necessary for delivery and the associated value; and
- **Delegated Authority:** Director SU has sole project approval authority. All team leaders and budget managers have project requisition authority as required for their specific area of responsibility. These are reviewed on an annual basis or when there are any changes in the staffing structure. All individuals are informed in writing of their obligations by Director SU.

Human Resources

- **Training:** Both our thematic and SU learning offers include learning to enhance key skills and broaden understanding of thematic issues.

Review of risks

- Consideration of risks within the SU are carried out at team level, and escalated to Team Leads and the Senior Leadership Team as necessary. Mitigations are performed by teams where appropriate, with weekly team meetings providing an opportunity to discuss progress.

Business Planning Process and Oversight of SU's activity

- **Quarterly Business Plan review:** Progress against the outcomes set out in the Business Plan is monitored quarterly. This allows the SU, overseen by the Deputy National Security Adviser's Quarterly Review Panel, to identify issues and risks in a timely manner, and assess whether staffing and financial resource is focused on taskings that meet national security and HMG requirements.