



Stabilisation Unit

Stabilisation Unit Business Plan 2016-20

April 2016

CONTEXT & THE STABILISATION UNIT 'OFFER'

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).

In line with the direction set in the National Security Strategy and Strategic Defence and Security Review, we expect 2016-20 to be a period of continual evolution and gradual growth of the Unit as we work to ensure we can support HMG's expanded ambition and the broader range of activity. The SU will:

- Through working with Home Office (HO), National Crime Agency (NCA) and others, increase its capacity to support HMG in understanding and developing effective, integrated responses to transnational stability and security challenges, with a particular focus on: Counter-Extremism, Counter-Terrorism, Serious and Organised Crime and Migration in FCAS;
- Increase its capacity to provide expert advice on understanding and responding to gender, peace and security issues;
- Improve monitoring and evaluation advice and training to measure and demonstrate impact;
- Support effective response to crises;
- Establish and manage a Joint International Policing Hub (JIPH), working with the Foreign and Commonwealth Office, HO, Association of Chief Police Officers, and NCA, and continue to provide an effective platform for the National School of Government International (NSGI);
- Enhance its training offer – integrating with the virtual National Security Academy and expanding the number and range of courses (reflecting the new areas identified above as well as conflict sensitivity, monitoring and evaluation); and
- Support HMG's ambition for more multilateral deployments.

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 will provide this support against the backdrop of a move away from large scale enduring kinetic operations to smaller more frequent and more diverse interventions across the crisis, stabilisation and conflict prevention spectrum. Its geographic priorities will be set by the National Security Council (NSC) and informed by the CSSF Review Panel and 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



Outcome 1 : Policy into Delivery

Delivery of HMG Conflict, Stability and Security policies in FCAS are informed and improved by SU advice, analysis and expertise

Output	Key Activities
<p>1.1: SU provides evidence-based analysis and advice to inform the development of integrated policy and strategy and their translation into effective operational delivery and impact, focussed on our core thematic offer (see p.13)</p>	<ul style="list-style-type: none">• Facilitate cross-government ownership and buy-in of analysis, policy and programmes;• Provide evidence-based analysis and advice to inform policy and strategy and planning processes, including NSC /CSSF country portfolio reviews;• 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;• Facilitate integration of cross-cutting themes and commitments such as gender and conflict sensitivity into strategy development and programme design, alongside promoting understanding and integrated responses to transnational stability and security challenges (Countering Violent Extremism, Serious Organised Crime, migration etc); and• Provide real-time, short lessons products on demand or in response to perceived need.

Outcome 1 : Policy into Delivery

Support analysis, strategy development, programme design, delivery and review

Output	Key Activities
1.2: SU advises on and provides expert capacity to undertake specific roles in support of NSC objectives	<ul style="list-style-type: none">• Seconding technical advisers to support host governments as part of achieving NSC strategy objectives;• Providing technical advisers to support multilateral missions to contribute to achieving NSC strategy objectives;• Providing specialist experts to deliver niche roles in HMG platforms; and• Assisting with the terms of reference to ensure that the customer gets the widest choice of appropriate personnel.
1.3: SU supports effective HMG early response to significant crises through the provision of advice, people and equipment	<ul style="list-style-type: none">• Ensure crisis offer is understood across all departments – complementary not competing;• Provide thematic and operational expertise, advice and analysis to support effective planning and delivery in response to crisis; and• When requested, deploy appropriate people and equipment to support a cross-HMG/departmental–led response.

Outcome 2. Making it Happen

Ensures SU finds the right people, with the right experience, and then deploys them safely, with the right equipment, to the right place at the right time

Output	Key Activities
2.1: Provision of a credible and flexible Deployable Civilian Expert (DCE) capability which is recruited and managed to ensure that it meets current and future demand	<ul style="list-style-type: none">• Recruit, maintain and manage a database consisting of an appropriate number of members across core functional areas, including the Strategic, Thematic and Regional communities of practice;• Maintain and develop a pool of high-quality, readily available, deployable experts and Senior Advisers across a range of thematic skillsets in line with current and future HMG demand, including the provision of effective and informed support to multilateral partners; and• Maintain and develop a high quality Civil Service Stabilisation Cadre and Policing pool.
2.2: SU maintains a system for safely training, deploying, sustaining and recovering civilian experts and serving Police	<ul style="list-style-type: none">• Deployees receive an appropriate level of pre-deployment training: Hostile Environment Awareness Training, driver training and firearms training where appropriate;• Continually develop and improve relationships with and understanding of relevant multilateral institutions in order to facilitate timely and effective deployments.;• Pre-deployment logistics, including travel arrangements, pre-deployment medicals/ assessments and pre-briefs, are conducted before agreed deployment date;• 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• Post-deployment logistics: deployees are de-briefed and attend relevant end of deployment medical during the recovery phase.

Outcome 2. Making it Happen

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Output	Key Activities
<p>2.3: Joint International Policing Hub (JIPH) brings HMG, police and law enforcement resources together to coordinate and develop the UK's international policing offer</p>	<ul style="list-style-type: none"> • Launch the JIPH to move the UK towards having an international policing capability. Able to identify, prioritise, develop and deliver non-operational international policing requirements and requests in line with HMG priorities and according to need; • Develop a clear, auditable assurance and authorisation process that will stand up to scrutiny. Reviewing and updating the International Police Assistance Brief process to better integrate this with S26 Police Act legislation; • Comprehensive mapping of UK police skills, capabilities and capacity relevant to non-operational international policing, as well as current and future likely demand, with a view to building capability that is scalable and can flex according to need, including greater consideration of more junior ranks; and • Develop strategic relationships and support bilateral and multilateral policing activity, particularly with the United Nations and European Union.
<p>2.4: SU continues to manage and provide effective corporate support ensuring value for money and proactive management of people and resources</p>	<ul style="list-style-type: none"> • Provide effective and timely HR advice and guidance covering core staff and overseas recruitment activity, in line with legislation and HMG policies and processes; • Oversee SU CSSF budget and Partners Across Government (PAG) funds in line with Department for International Development (DFID) and HMG rules and policies. Manage and monitor SU finance processes, reporting on all allocated resources and provide financial information that supports decision making at strategic and operational levels; • Strengthen and maintain effective management of SU commercial activities and develop levels of commercial awareness and best practice across SU as set out in the Commercial Strategy and Implementation Plan; • Promote and generate awareness of SU activities through clear and targeted internal, external and cross- government communications; • Effective and timely responses to DFID corporate requests; and • Ownership of SU Learning and Development offer and resources to support equal access to Learning and Development provision.

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 addressing conflict, stability, security and justice issues in FCAS

Output	Key Activities
<p>3.1: Capture evidence and share guidance to strengthen HMG lesson learning and application</p>	<ul style="list-style-type: none"> • Provide continued support to Joint Analysis of Conflict and Stability (JACS); • Continue to provide dedicated support on conflict sensitivity to programme teams; • 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; • 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 Monitoring and Evaluation; • Capture evidence about 'what works' for Security and Justice programming and evaluate the effectiveness of Problem Driven Iterative Adaptions; • 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; and • Scale up our support to Transnational Stability and Security challenges (Countering Extremism, Migration and Serious Organised Crime) by developing a lesson learning capability and evidence base to inform HMG strategy and responses.
<p>3.2: SU supports specialist training on conflict, stability, security and justice issues</p>	<ul style="list-style-type: none"> • We will develop new practical, evidence-based training in monitoring and evaluation and conflict sensitivity; • We will re-design our thematic training courses to integrate cross-cutting issues such as gender, conflict sensitivity and transnational themes; • We will develop a 'blended' approach to training delivery to combine access to on-line learning and formal training courses; • We will deliver 'Learning from Experience' workshops to help HMG incorporate cross-cutting themes into programme design and delivery; and • We will deliver two tailored 'export' courses a year in regional centres, bringing together the thematic issues covered in our courses but tailored to the specific challenges of the 7 context.

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Output	Key Activities
<p>3.3: SU strengthens the civil-military element of HMG’s integrated approach to conflict, stability, security and justice</p>	<ul style="list-style-type: none"> • Doctrine & Guidance: Strengthen civil-military lesson learning, guidance and doctrine of military and key civilian depts./units; • Civilian Capability: Improve SU and wider HMG civil-military capability to more effectively support military formations and PAGs; • 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; and • International Influence: Civil-military policies and practice of key international alliances and partnerships influenced to be more based on ‘integrated’ experience and best practice.
<p>3.4: Share best practice internationally and learn from partners</p>	<ul style="list-style-type: none"> • Engage key multilateral and bilateral partners, in concert with HMG stakeholders, to promote improved stabilisation policy and practise; • Improve HMG understanding of, and approaches to, working with multilateral institutions – including enabling effective deployments; • Promote shared learning – including through participation in bi-annual Stabilisation Leaders Forum; and • Combined joint working on thematic or regional issues (gender, duty of care, Iraq etc).

The National School of Government International (NSGI)

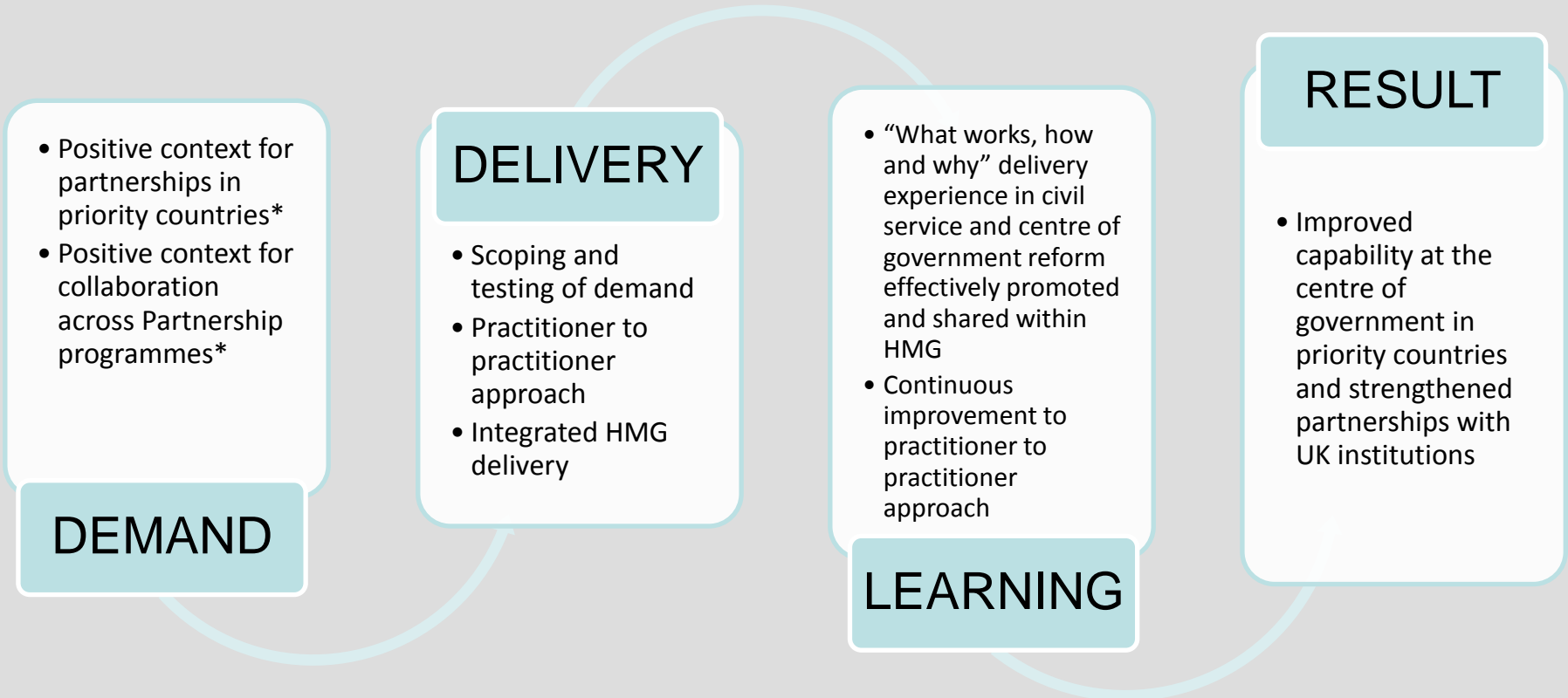
Offer and Context

NSGI is a centre of expertise in civil service reform and institutional strengthening at the centre of government that provides practitioner to practitioner support to build capacity at the centre of government to help deliver stability, better governance and sustainable change in HMG priority countries.

During 2016-17 NSGI will:

- Build on its emerging reputation as a centre of expertise on civil service and centre of government reform and on the approach to practitioner to practitioner support;
- Continue and embed alignment with, and focus of delivery to, NSC priority countries;
- Expand its successful approach to DFID focus states through additional core funding from DFID as part of the “UK Skills Partnerships Initiative” work;
- Promote and share “what works, how and why” in civil service and centre of government reform to help HMG improve the impact, coherence and value for money of its overseas activities; and
- Promote and share “what works and why” in partnership working with overseas governments across the DFID “UK Skills Partnership” programme to help improve the effectiveness, impact and utilisation of the partnership approach using UK expertise in DFID focus states.

NSGI High Level Theory of Change



*Assumptions

NSGI

Outcome 1: Policy into Delivery

Output	Key Activities
<p>1. Improved governance through sustainable reforms of the civil service and engagement with the centre of government in HMG priority countries</p>	<p>Scoping and Counterpart Relationship Building and Management</p> <ul style="list-style-type: none">• High quality, flexible and value for money (VFM) scoping interventions to identify and articulate quality demand and ensure quality relationship management by experienced UK civil servants (core advisory staff). <p>Brokering and deploying UK expertise</p> <ul style="list-style-type: none">• Identifying, briefing and deploying (through the SU) the right UK expertise in civil service reform managed by NSGI core team. <p>Delivery</p> <ul style="list-style-type: none">• Follow up short term delivery of expert advice on civil service and institutional reform at the centre of government, drawing on experience from its core team and across the UK civil service on complex reform processes; and• High quality and VFM delivery of medium-longer term projects/programmes, fully funded on a cost recovery basis outside of core funds.

Outcome 2: Learning from experience

Output	Key Activities
<p>2. Learning adopted and applied by HMG about what works, how and why in implementing civil service and centre of government reform and in effective practitioner to practitioner partnerships</p>	<ul style="list-style-type: none"> • “What works, how and why” experience in civil service and centre of government reform effectively promoted and shared 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. Institute for Government, Organisation for Economic Co-operation and Development, World Bank etc; • Advice and support provided to desks and country offices on effective approaches to civil service and centre of government reform in HMG priority countries; • Specific support to DFID Governance Cadre for analysis, strategy development, programme design, delivery and review in implementing centre of government/civil service reform; • Development and delivery of lessons learned through a practitioner to practitioner partnership approach to inform policy and to improve impact of UK skills partnership initiative; and • High quality development opportunities for UK civil servants accessed through formalised relationships with key UK Civil Service Heads of Profession and as part of their development offer.

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 1,000 strong and recently refreshed Conflict and Stabilisation Group (CSG).

This expertise is focussed on helping HMG coherently translate policy into delivery in FCAS and 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 **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, and we will significantly enhance our capacity in this area.

The current offer is focussed primarily on the following thematic issues, although this is not a comprehensive description of the capability available from the whole CSG:

- **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** , working with a wide range of formal and informal actors at national and community levels;
- **Governance – including local level governance in conflict affected environments;**
- **Gender, Conflict and Stability;**
- **Strategic Communications; and**
- **Transnational stability and security challenges – including Countering Extremism, Serious Organised Crime and Migration**

MONITORING AND EVALUATION

The Stabilisation Unit's Monitoring and Evaluation framework is focussed on measuring delivery of our business plan commitments (outputs) and evaluating on an annual basis whether we have achieved our outcomes (results). This document sets out the SU approach to Monitoring and Evaluation and how we gather data and evidence to support this.

The SU formally reports to the CSSF Quarterly Review Panel on progress towards delivery of the business plan outcomes following an all-staff quarterly review meeting. Prior to this, specific information about tasks and delivery (indicators) is collated by SU staff.

- Achievement of Outcome 1 is demonstrated by the volume of SU tasks *delivered well*, as assessed by clients. Specific examples of where SU has informed and improved delivery of HMG policy (e.g. SU advice or expertise supports programme design) will also be reported.
- Achievement of Outcome 2 is demonstrated by the *quality and flexibility* of SU operational enabling functions: capability; deployments; logistics and corporate support, as assessed by clients. Specific examples of where SU has enabled effective task delivery (e.g. rapid recruitment and deployment of DCEs) will also be reported.
- Achievement of Outcome 3 is demonstrated by the volume of evidence, training and guidance *delivered well*, as assessed by beneficiaries. Specific examples of where SU has supported HMG learning and application of best practice (e.g. a policy approach is based on SU evidence of what works) will also be reported.

Through Quarterly and Annual Reviews, in addition to specific workstream planning, we will use all this information to continually improve SU delivery.

BUDGET

Financial Years	2016/2017	2017/2018	2018/2019	2019/2020
	£000's	£000's	£000's	£000's
Policy into Delivery	600	643	654	690
Making It Happen	2158	2058	2058	2000
Learning from Experience	1987	2091	2124	2258
Joint International Police Hub	519	571	628	691
Corporate *	7978	8135	8122	8150
National School of Government International (CSSF)*	623	651	664	700
TOTAL (CSSF)	13865	14150	14250	14490

* The Corporate line includes payment for the Humanitarian Emergencies Operations Support Services contract with the commercial providers (£2.31m), staff costs (£5.2m), and accommodation charges (£396k) (figures are for 16/17).

* NSGI has two sources of core funding : CSSF (via SU) above and from DFID (£565K in 16/17). Specific long term programmes are funded and resourced separately, outside of the SU CSSF and DFID core funding, on a cost recovery basis.

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/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 Management 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.

RISK

Our risk appetite and operations are designed to ensure we are sufficiently flexible and agile to respond to requests from PAGs and effectively support NSC priorities in fragile and conflict affected states. The SU operates in sensitive, dynamic and often fast-moving environments; this is acknowledged in the risk probability and impact ratings.

We define our overall risk appetite as 'MEDIUM' but recognise that in certain situations there may be limited high risk exposure. The mitigation in place, as outlined in the SU Risk Register and security assessments, are designed to address each situation individually to ensure an informed decision is made with a clear understanding of the net risk. This risk appetite relates to the SU's own activities. We provide advice and support to HMG in conducting the full range of low-to-high risk activity and programmes.

The SU's priority in risk management is mitigating the risk to our staff and deployees in hostile environments. A comprehensive risk assessment is completed for each deployee using the Security Framework guidelines whereby the risk related to each deployment as well as the mitigation measures and residual risk are submitted for approval prior to deployment to either the Head of Deployments, or Director SU depending on the residual risk level. Deployments also maintain a risk and issues register which is updated on a weekly basis and the outstanding concerns are briefed twice a month at the deployments meeting. Furthermore, Head of Deployment and Deputy Head (Operations) meet with the Operational Security Advisors once a week for a Duty of Care and risk management meeting to flag concerns and provide direction to the Operation team in terms of risk/issue management.