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Ministry
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Department
for International
Development

Stabilisation Unit

Stabilisation Unit Business Plan 2014-15

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Stabilisation Unit Management
Board 25 March 2014**

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1) Context

The UK national interest comprises our security, prosperity and freedom. The **National Security Strategy 2010** sets out a “whole of government approach”, based on a concept of security that goes beyond military effect, emphasising domestic resilience and a stable global environment. It states that we will tackle the causes of instability overseas where we can. The UK National Security Architecture prioritises this effort, with the Prime Minister chairing the National Security Council (NSC).

The **Building Stability Overseas Strategy 2011** expands on how the UK will tackle the causes of instability overseas. It has three mutually-supporting pillars: early warning; rapid crisis prevention and response, and investing in upstream prevention. The Stabilisation Unit (SU) has an operational role across all three pillars of the strategy. A key element of the strategy is shifting greater effort to upstream conflict prevention.

The SU is funded by the **Conflict Pool**, which is in its final year in 2014/15, before transitioning to a new Conflict, Stability and Security Fund (CSSF) from April 2015. SU is providing support to the CSSF secretariat to identify best practice and lessons from the Conflict Pool to inform the design and delivery of CSSF in line with NSC direction.

The SU is jointly owned by the FCO, MOD and DFID (known as the parent departments) and is accountable through the **Stabilisation Unit Management Board**. The SU is based in the FCO but uses DFID financial and risk management systems and has a DFID Senior Responsible Officer. It delivers activity funded by other sub-strategies of the Conflict Pool and by parent departments.

This business plan is intended to lay out the SU's vision; focus its objectives; prioritise country and thematic engagement; reflect this in prioritisation of resources (time and money), and communicate this to stakeholders. When considering expenditure of resource achieving Value for Money is a constant principle. This document, along with the budget and supporting management information, is the primary management tool for the SU and is subject to quarterly review.

2a) Vision

The Stabilisation Unit's purpose is to help HMG respond to crises and address the causes of instability overseas.

SU is a uniquely integrated civil-military operational unit funded from the Conflict Pool, designed to be agile and responsive and well-equipped to operate effectively in high threat and high risk environments. It combines in-house staff expertise on security, justice, conflict and stabilisation with the ability to draw on a larger pool of civilian expertise for specialised, longer term or larger scale taskings. We ensure lessons from practical experience are captured as best practice and used to improve future SU, Conflict Pool (transitioning to CSSF) and wider HMG and multilateral and multinational delivery, in support of the Building Stability Overseas Strategy.

The SU has an operational role across all three pillars of the Building Stability Overseas Strategy (BSOS): early warning; rapid crisis prevention and response, and investing in upstream prevention. We have established a matrix of priority countries and priority cross-cutting tasks to guide resource choices.

For rising risks and upstream prevention, SU resources will primarily be available for scoping and design in priority countries but we will expect Departmental regional programmes to **take ownership and budget for delivery** as soon as possible, and in particular for costs that endure beyond the financial year. In crises we will fund an initial small scale response and turn to the Conflict Pool Early Action Facility for larger scale resource. We will fund priority civilian contributions to military training and key interdepartmental central conflict, stabilisation, and security and justice learning and development. This will include continuing to support the enabling HMG conflict architecture that facilitates such contributions.

The SU can be described as offering an **IDEAL** service to the UK Government:

- Integrated Approach

- Deploy appropriate personnel

- Expertise on Conflict and Stabilisation and Security and Justice

- Agile Crisis Response

- Learn from what works and lessons identified

2b) Outcomes (overview)

Stabilisation, Thematic & Regional (STAR) Team lead

Operations Team lead

Centres of Expertise

1: Security & Justice

The SU acts as a centre of high quality expertise for security and justice work in fragile and conflict-affected states, helping HMG improve the impact, coherence and value for money of its activity

2: Conflict & Stabilisation

The SU acts as a centre of high quality, value for money, expertise for Conflict and Stabilisation work in fragile and conflict-affected states, helping HMG improve the effectiveness and coherence of its activity

Cross-cutting Priorities

3: Crisis Response

HMG integrated response to crisis enhanced by Stabilisation Unit thematic expertise and operational capabilities

4: Enabling the Integrated Approach

HMG Departments work together more effectively in-line with best practice

5: International Policing

The SU provides an effective hub for non-operational international policing in fragile and conflict-affected states, improving the supply, quality and coherence of HMG's policing support

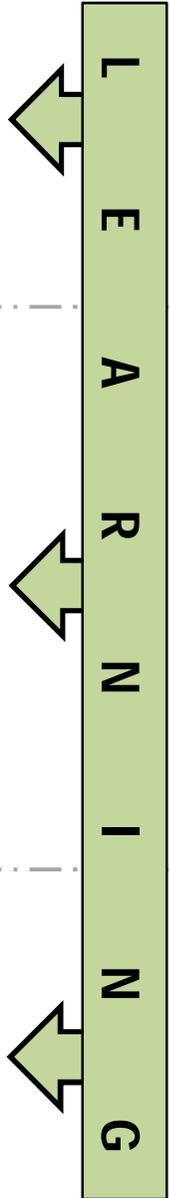
6: Multilateral & International Engagement

The SU continues to support HMG's influence and engagement with priority Bilateral and Multilateral Missions

Enabling Functions

7: Recruit, Prepare, Equip, Deploy, Sustain & Recover

HMG has ready access to appropriately skilled, trained and prepared personnel to facilitate response to crises and the causes of instability overseas



2c) What do we mean by Centre of Expertise?

The Stabilisation Unit aims to be a small, professional, focused and respected unit, recognised domestically and internationally to be the UK Government's centre of expertise for conflict and stabilisation. The SU contributes to more effective HMG delivery in fragile and conflict-affected states by being a centre of expertise and best practice. We do this by:

- Being the 'hub' for **Joint Analysis of Conflict & Stability** (JACS) and strengthening the integration of JACS processes with broader HMG planning tools
- Supporting the National Security Council facilitating the development **of cross-HMG strategies** for priority fragile and conflict-affected states (FCAS), in partnership with the evolving Conflict, Stability and Security Fund (CSSF) Secretariat
- Providing **high quality advice on the design and implementation of Conflict Pool programmes** (transitioning to the CSSF in April 2015), and other conflict, stabilisation, security and justice interventions in priority countries
- Supporting the development of robust **Monitoring & Evaluation guidance** for Conflict Pool/CSSF activity at programme, country and regional level to ensure appropriate emphasis on impact
- Managing HMG's **Conflict, Stabilisation and Security, Women, Peace and Security & Justice Training Programmes**, and ensuring HMG personnel, such as Regional Conflict Advisers, have adequate access to training, guidance, mentoring and support
- Capturing conflict, stabilisation, security and justice **lessons**, enabling HMG to source evidence of 'what works' in accessible formats in conflict and stabilisation contexts
- Maintaining a database Civilian Stabilisation Group of 'HMG aware' **deployable civilian experts** (DCEs) capable of responding to current and future demands through a database of expertise
- Providing a **hub for HMG's non-operational international policing activity** in FCAS, creating greater alignment of the demand for and supply of policing expertise
- Championing **the integrated approach**, ensuring that gains made in effective civil-military working are not lost as a result of military drawdown in Afghanistan

3) Challenges for 2014-15

Particular challenges for 2014-15, in support to FCO, MOD and DFID, will include:

Integrated Approach, championing the use of best practice across HMG Departments

- Working to maintain the integrated approach across Government beyond the Afghanistan drawdown through support to doctrine, exercises, lessons and operational support

Deploy appropriate personnel

- Supporting the International Defence Engagement Strategy and the Adaptive Forces / Security Assistance Group (SAG)
- Supporting an integrated approach to non-operational international policing and rule of law
- Supporting enhanced engagement and influence of high priority multilateral missions and bilateral actors in line with NSC direction

Expertise on Conflict and Stabilisation and Security and Justice

- Responding to NSC and NSC(O) direction on strategy, governance and priorities for the new Conflict, Stability and Security Fund in the course of 2014-15, and enabling other CSSF stakeholders to engage appropriately where relevant
- Monitoring the wider consequences of instability in the Middle East and North and West Africa
- Supporting DFID's delivery of 0.7% GNI budget, and 30% spend in FCAS in line with best practice
- Working to incorporate Gender, Peace and Security issues into wider conflict & stabilisation interventions (including the Preventing Sexual Violence Initiative and specifically the 2014 Global Summit to End Sexual Violence in Conflict)

Agile Crisis Response

- Supporting tailored HMG responses to higher volume but smaller scale crises in an integrated and holistic manner
- Supporting the Afghanistan team through drawdown in 2014 and providing access to lessons from the Helmand experience beyond the closure of the Provincial Reconstruction Team to inform wider HMG stabilisation operations

Learning

- Ensuring HMG uses best practice and lessons identified in order to provide support to the development of the CSSF Secretariat and to shape the capacity of the SAG to inform policy, strategy and delivery in an integrated manner

4) Geographical priorities 2014/15

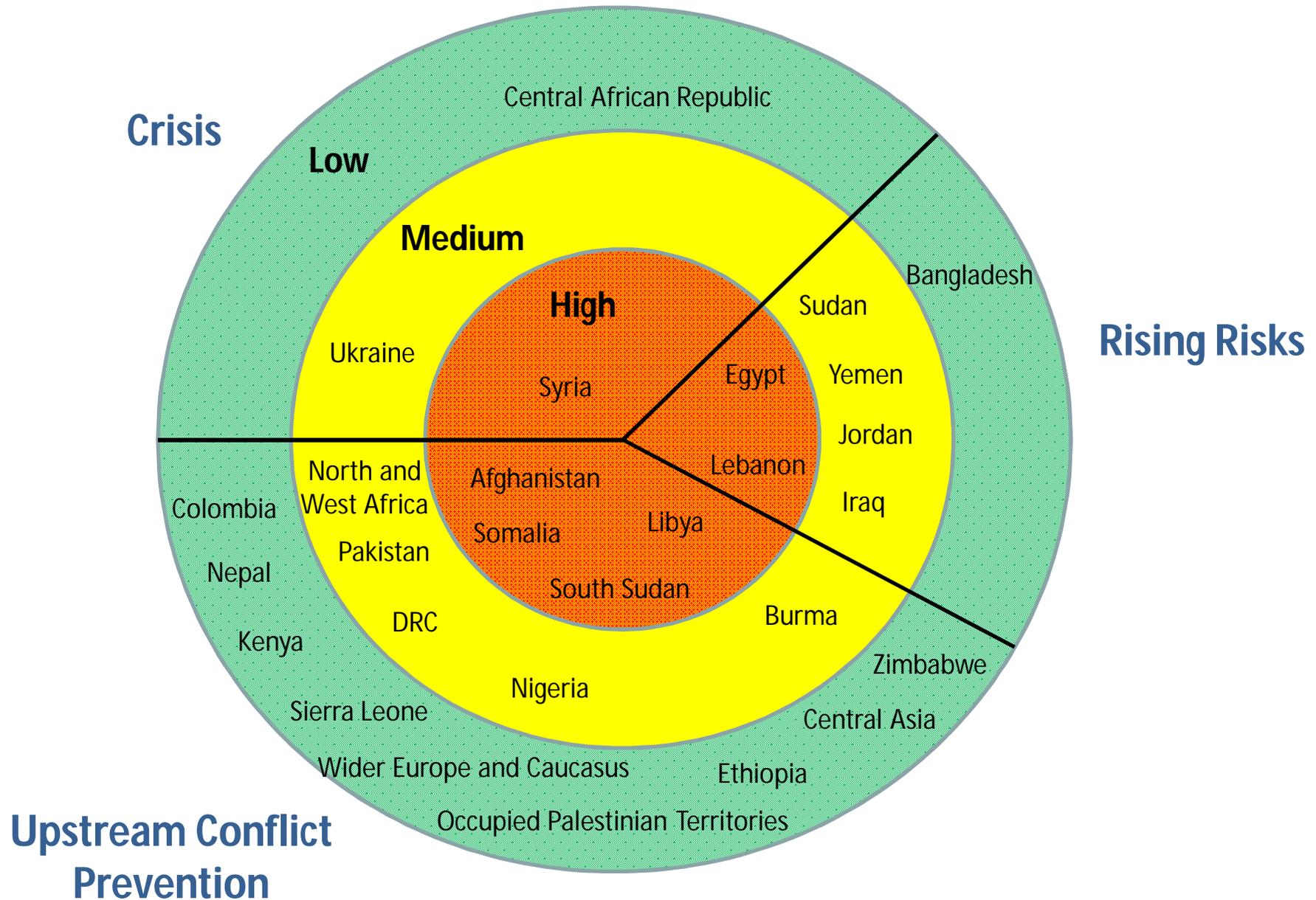
The SU geographical priorities takes into account existing commitments and an assessment of likely needs for 2014-15 based on NSC prioritisation (the 'CSSF 44')**, the Countries at Risk of Instability (CRI) indicators and predicted demand from priority fragile and conflict-affected states. The prioritisation is formally reassessed on a quarterly basis; the matrix below represents the SU geographical priorities agreed in March 2014. When a change of priorities is necessary, forward decisions on new commitments may well be affected, and such issues will be used to resolve trade-offs between taskings; those agreed against previous priorities will be completed unless the SU Management Board direct otherwise.

Priority	Crisis	Upstream Prevention	Rising Risks
High	Syria	Libya Somalia Afghanistan	Egypt Lebanon
Medium	Ukraine	North and West Africa Democratic Republic of the Congo South Sudan Nigeria Pakistan Burma	Sudan Yemen Jordan Iraq
Low	Central African Republic	Occupied Palestinian Territories, Colombia*, Ethiopia, Kenya, Sierra Leone, Central Asia, Nepal, Wider Europe and Caucasus, Zimbabwe	Bangladesh

* Colombia added following a decision by SUMB in March 2014

** SU has not prioritised work in Argentina, Jamaica, Peru, Thailand, Bahrain, Iran, Belarus, Bosnia, Azerbaijan, North Korea, Sri Lanka, Cote D'Ivoire, Eritrea. Despite featuring within NSC priorities SU cannot provide sufficient value added to justify including them.

4) Geographical priorities 2014/15



4) Prioritised thematic work 2014/15

Priority	
High	<p>Support HMG response to new crises, including SRT deployments and military operations</p> <p>Acting as the hub for production of Joint Analysis of Conflict and Stability (JACS) reports</p> <p>Support to development of NSC (CSSF) country strategies and programming in high priority areas</p> <p>Support conflict, stabilisation, security and justice activity in priority fragile and conflict-affected states (FCAS)</p> <p>Gender, peace and security issues (including UK National Action Plan on Women, Peace & Security and the Preventing Sexual Violence Initiative and the 2014 Global Summit)</p> <p>Support HMG in the application of the Integrated Approach, including support to priority military training and exercises</p>
Medium	<p>Capture, analyse and share conflict, crisis, stabilisation and security lessons</p> <p>Support to Regional Conflict Advisers/Stabilisation Advisers</p> <p>Support implementation of International Defence Engagement Strategy in priority FCAS</p> <p>Provide hub for International Policing support in priority FCAS</p> <p>Applying lessons from Afghanistan to other stabilisation contexts</p> <p>Conflict & Stabilisation and Security & Justice Training</p> <p>Support to prioritised HMG multilateral deployments</p>
Low	<p>International Engagement</p> <p>Strengthening coherence between Building Stability Overseas Strategy (BSOS) and non-BSOS</p> <p>Security and Justice activity (e.g. work under CONTEST or the Organised Crime Strategy)</p>

5) Outcomes (individual detail)

The following seven pages provide the individual overviews of each of the SU's seven outcomes. Each one, in turn, states what the high level outcome entails, our monitoring and evaluation indicators, what the outputs of each outcome are, and the activity that we plan to undertake in order to deliver the outcome.

1. Security and Justice
2. Conflict and Stabilisation
3. Crisis Response
4. Enabling the Integrated Approach
5. International Policing
6. Multilateral and International Engagement
7. Recruit, Prepare, Equip, Deploy, Sustain and Recover

Outcome 1 : Security and Justice

The SU acts as a centre of high quality expertise for security and justice work in fragile and conflict-affected states, helping HMG improve the impact, coherence and value for money of its activity

Indicator		Indicator	
Proportion of Security & Justice taskings about which positive feedback is received from the HMG client		Proportion of Security & Justice taskings about which HMG teams indicate that the recommendations have influenced HMG policy and activity	
<p>Output: High quality Security and Justice advice provided to HMG clients working on SU priority countries/issues on request</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Deliver defined taskings from country/policy teams that support improved delivery of security & justice activity in/on SU priority countries/issues • Provide support and advice to HMG teams on security and justice issues and activity in/on SU priority countries/issues on an ongoing basis • Build stronger partnerships with priority SU countries through continuity of engagement 	<p>Output: Enhanced HMG access to expertise and best practice in Security and Justice programming</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Review, refresh and strengthen flexible Senior Security & Justice Adviser roster to meet HMG demands for security & justice support • Capture and share lessons on S&J delivery with parent departments, (including via regular engagement with policy teams, inputs to courses & seminars, the SCLR, short notes and longer papers where appropriate) • Develop and deliver Security & Justice Training courses 	<p>Output: HMG Security and Justice related policies, processes and structures informed and improved by SU experience and expertise</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Continue to support parent departments in development of S&J policy where requested, and work with all relevant departments involved in Security & Justice delivery under CSSF to identify where SU can add value • Lead SU's work on International Defence Engagement • Lead SU's International Policing activities (see Outcome 5) • Engage in the development of the Security Assistance Group 	

Outcome 2 : Conflict and Stabilisation

The SU acts as a centre of high quality, value for money, expertise for conflict and stabilisation work in fragile and conflict-affected states, helping HMG improve the effectiveness and coherence of its activity

Indicator		Indicator
Proportion of Conflict and Stabilisation taskings which receive positive feedback from the HMG client		Proportion of Conflict and Stabilisation taskings where parent departments indicate that the recommendations have influenced HMG policy and activity
<p>Output: HMG delivery of conflict and stabilisation activities strengthened by SU thematic expertise, lessons and best practice</p>	<p>Output: HMG capability to operate effectively in fragile and conflict-affected states, enhanced by SU conflict and stabilisation training, technical support and on demand surge capacity</p>	<p>Output: HMG conflict and stabilisation policies , procedures and structures (including the developing CSSF Secretariat) achieve greater cohesion by adopting an integrated approach and cross-HMG perspective</p>
<p>Key Activities:</p> <ul style="list-style-type: none"> • Support analysis and planning processes, programme designs, reviews or evaluations in/on priority countries • Maintain strong working relationships with Regional and Thematic CSSF programmes to facilitate SU support • Capture and analyse lessons and evidence from conflict and stabilisation activities to identify best practice and what works 	<p>Key Activities:</p> <ul style="list-style-type: none"> • Maintain and develop core staff technical skills for working in/on fragile and conflict-affected states (conflict analysis, scenario planning, strategy development, cross-HMG facilitation) • Design and deliver a suite of Conflict and Stabilisation (including Women Peace & Security) training products for HMG and those working in/on fragile and conflict-affected states (including Regional Conflict Advisers and SU deployees) • Maintain and develop pool of high-quality, readily available, deployable conflict and stabilisation senior advisers 	<p>Key Activities:</p> <ul style="list-style-type: none"> • Provide support to design and implementation of Conflict, Stability and Security strategy and programming • Facilitate integration of cross-cutting themes and strategies such as National Action Plan on Women, Peace & Security and FCO-led Preventing Sexual Violence Initiative • Share lessons on conflict & stabilisation across HMG by regular engagement with policy and programme teams, through training, seminars, Stabilisation & Conflict Lessons Resource (SCLR) and papers

Outcome 3 : Crisis Response

HMG integrated response to crises enhanced by Stabilisation Unit thematic expertise and operational capabilities

Indicator

The proportion of HMG clients that indicate that the SU's contribution to a crisis response positively influenced and enhanced HMG policy and activity

Output: HMG civilian planning and analysis capability supported and strengthened by SU thematic expertise

Key Activities:

- Drawing on SU thematic expertise and lessons learnt, rapidly provide strategic analysis - with options - to inform context and assist the definition and planning of an HMG response
- Capture and analyse new lessons to inform future strategy development and scenario planning

Output: Integrated HMG crisis response network rapidly augmented by high-quality expertise

Key Activities:

- Provide SU core staff or contracted personnel support to UK-based government department surge teams when stood up for immediate or on-going crisis response
- Deploy and fund up to 5 people in surge support or provide catalytic funding for small scale crisis response

Output: HMG able to deploy and support crisis response teams into hostile and difficult-to-reach environments

Key Activities:

- Form and deploy a tailored Stabilisation Response Team of up to 10 principals (+ supporting/enabling personnel and equipment) to be operational within 14 days of request, in accordance with the agreed cross-HMG concept note
- Harmonised with FCO Expeditionary Diplomacy capabilities, establish an expeditionary platform within 30 days of request
- When requested, deploy specific SU equipment capabilities to support a departmental crisis response (best effort)

Outcome 4 : Enabling the Integrated Approach

HMG Departments work together more effectively in-line with best practice

Indicator

Greater shared understanding amongst HMG staff, both civilian and military, of what the Integrated Approach is and how to deliver it

Output: Civilian and military HMG staff have access to best practice information and technical support

Key Activities:

- Strengthen guidance and military doctrine related to the UK Approach to Stabilisation and promote core SU thematic and technical guidance on stabilisation with key partners
- In conjunction with cross-HMG counterparts, capture and share civil-military lessons and best practice relating to the integrated approach
- Support SU Liaison Officers in military headquarters
- Support cross-Whitehall dissemination and public communication of best practice information and lessons

Output: Civilian and military HMG staff are provided with the necessary tools and capabilities

Key Activities:

- Develop a shared understanding of the Integrated Approach on HMG training courses
- Develop a shared understanding of civil-military engagement and the role of deployed SU personnel
- Maximise opportunities for civilian-military integration through contributions to UK and multinational military exercises

Output: HMG structures strengthened to enable effective delivery of the Integrated Approach

Key Activities:

- Influence integrated planning processes with parent departments, operational military headquarters and other HMG departments
- Identify opportunities to promote the integrated approach in relation to military-led defence engagement activity
- Develop the Civil Service Cadre to strengthen HMG capability to deliver the integrated approach
- Support the development of the Integrated Approach Working Group with key partners and stakeholders

Outcome 5 : International Policing

The SU provides an effective hub for non-operational international policing in fragile and conflict-affected states, improving the supply, quality and coherence of HMG's policing support

Indicator	Indicator
Extent to which SU-led activity enables improved coordination of demand for, and supply of non-operational international policing support	SU ability to offer credible candidates, who are HMG policy aware, for non-operational policing posts that arise in priority countries
<p>Output: International policing stakeholders supported by SU to develop more effective structures to deliver international policing in priority countries</p>	<p>Output: Provision of high quality supply of police expertise, from both serving and retired officers, who are HMG policy aware</p>
<p>Key Activities:</p> <ul style="list-style-type: none"> • Providing a Staff Officer to support the Association of Chief Police Officers International Affairs portfolio lead and liaise with Whitehall partners • Raising awareness across HMG of the UK International Policing offer and appropriate bilateral and multilateral mechanisms that exist to deliver it • Work with FCO to enable police inputs to EU and UN missions to have greater impact on HMG objectives • Share lessons on effective delivery of policing support in fragile and conflict-affected states with key stakeholders • Improve ability of UK police to support the Integrated Approach and work alongside the military • Facilitating the International Police Assistance Board referrals process 	<p>Key Activities:</p> <ul style="list-style-type: none"> • Engagement with UK police (individual services, Association of Chief Police Officers, National Crime Agency, College of Policing) and Home Office to increase the quality and quantity of serving officers available for international policing • Management of totality of SU's policing expertise, including support to existing deployees • Preparation of officers for deployment, including pre-briefing and training (including, where appropriate, for armed deployments)

Outcome 6 : Multilateral and International Engagement
The SU continues to support HMG's influence and engagement with priority Bilateral and Multilateral Missions

Indicator		Indicator
SU able to offer credible candidates for all priority UN and EU posts		Evidence of SU's influencing international partners on best practice in all elements of stabilisation
<p>Output: Creation of a credible and flexible capability network which utilises the opportunity to draw from beyond the Civilian Stabilisation Group for Multilateral Missions</p>	<p>Output: The SU actively encourages FCO efforts to engage coherently across the Multilateral Institutions, working to deliver broader Building Stability Overseas Strategy objectives</p>	<p>Output: SU establishes strong formal links with stakeholders in multilateral headquarters (EU, UN, NATO, OSCE) and continues to mutually support partners in US, Australia, Germany, The Netherlands and Canada</p>
<p>Key Activities:</p> <ul style="list-style-type: none"> • Maintain and develop capability networks for multilateral missions in conjunction with expected thematic and geographic demands • Develop process to security clear and train non-database individuals whilst maintaining value for money • Continuing to share roster capability (bilateral and multilateral – i.e. UN/EU) 	<p>Key Activities:</p> <ul style="list-style-type: none"> • Use of EU and UN and Mission knowledge to identify vehicles and platforms for bilateral HMG engagement, eg EUSR, EUDEL, UNSR and UN country Missions • Formalise working level arrangements (including duty of care and contracting) between SU and international shared rosters 	<p>Key Activities:</p> <ul style="list-style-type: none"> • Maintain and develop working level arrangements to share best practice with international partners (eg. US Bureau of Conflict and Stabilisation Operations liaison officer) • Attendance at and contributions to cross-HMG multilateral working groups, international conferences and relevant training courses both home and abroad

Outcome 7 : Recruit, Prepare, Equip, Deploy, Sustain and Recover
HMG has ready access to appropriately skilled, trained and prepared personnel to facilitate response to crises and the causes of instability overseas

<p align="center">Indicator</p> <p align="center">Nominated personnel can be safely deployed to meet the tasking requirements, be sustained throughout, and subsequently recovered</p>		<p align="center">Indicator</p> <p align="center">95% of SU deployees are able to deploy within 10 days of the target date</p>		
<p>Output: Provision of a credible and flexible capability which is recruited and managed to ensure that it meets current and future demand</p>	<p>Output: All HMG staff and Deployable Civilian Experts deployed are properly skilled and trained</p>	<p>Output: All SU deployees are prepared and equipped to the necessary standards</p>	<p>Output: All Duty of Care issues have been resolved prior to deployment</p>	<p>Output: Personnel are sustained throughout a deployment</p>
<p>Key Activities:</p> <ul style="list-style-type: none"> Recruit, maintain and manage a database consisting of an appropriate number of experts across core functional areas, including the STAR communities of practice and the PSVI Team of Experts 	<p>Key Activities:</p> <ul style="list-style-type: none"> Appropriate level hostile environment training courses Hostile environment driver training Support to UK attendance at NATO/EU etc. courses and exercises 	<p>Key Activities:</p> <ul style="list-style-type: none"> Visas, medicals, security vetting, psychological assessments and equipment issued, for up to 180 deployees 	<p>Key Activities:</p> <ul style="list-style-type: none"> The SU conducts a comprehensive risk assessment for the deployment and mitigates, with partners, all risks to be as low as is reasonably practical 	<p>Key Activities:</p> <ul style="list-style-type: none"> The SU holds sufficient stocks of the appropriate vehicles, personal protection equipment, communications devices, medical packs and weapons, and is able to support and sustain these capabilities throughout a deployment

6) Stakeholder Engagement

PARTNERS

We will use the integrated approach to deliver impact on behalf of the UK with:

- Foreign and Commonwealth Office
- Department for International Development
- Ministry of Defence (including the single Services and the Joint Forces Command)
- Cabinet Office
- Association of Chief Police Officers (International Affairs)
- National School of Government (International)
- Domestic Departments (including the Home Office and the Ministry of Justice among others)

We will work in partnership with the following organisations as appropriate, according to the context:

- United Nations
- European Union
- North Atlantic Treaty Organisation (including NATO Headquarters, SHAPE and the Allied Rapid Reaction Corps)
- Organisation for Security and Cooperation in Europe (OSCE)
- International equivalents of the Stabilisation Unit
- Non-governmental Organisations
- Private Sector Organisations (with expertise in fragile states)

7) Resources by Outcome

Stabilisation, Thematic & Regional (STAR) Team lead

 Operations Team lead

Centres of Expertise

1: Security & Justice

Total Cost: £2.113 million

Programme Resource: £1.036 million
 Frontline Delivery : £1.077 million

2: Conflict & Stabilisation

Total Cost: £2.363 million

Programme Resource: £1.099 million
 Frontline Delivery : £1.264 million

Cross-cutting Priorities

3: Crisis Response

Total Cost: £500k

Programme Resource: £500k
 Frontline Delivery : £0

4: Enabling the Integrated Approach

Total Cost: £773k

Programme Resource: £527k
 Frontline Delivery : £246k

5: International Policing

Total Cost: £463k

Programme Resource: £151k
 Frontline Delivery : £312k

6: Multilateral & International Engagement

Total Cost: £194k

Programme Resource: £0
 Frontline Delivery: £194k

Enabling Functions

7: Recruit, Prepare, Equip, Deploy, Sustain & Recover

Total Cost: £3.836 million

Programme Resource: £2.894 million
 Frontline Delivery : £0.942 million

Accommodation & Move

Total Cost: £598k

7) Resources total

Stabilisation Unit 2014-15

Programme Resource: £6.207 million

Frontline Delivery: £4.035 million

Accommodation & Move: £0.598 million

Total Cost: £10.840 million

7) Resources – Value for Money

Value for Money

The UK's National Audit Office (NAO) defines Value for Money (VFM) as being 'the optimal use of resources to achieve intended outcomes'. The NAO takes a 3-pronged approach to VFM, known as the '**3 Es**', which examines not just **economic** factors, but also **efficiency** and **effectiveness**. The SU in turn fully embraces this approach. Examples of activity undertaken by the SU that delivers VFM include:

- The establishment of civil service posts in the centres of thematic expertise where the volume of assignments means that civil servants represent greater VFM than contracted support
- Tightening up the way that we articulate and measure the effect of our work to ensure we are clearer about what we mean by 'value'
- Innovative contracting processes for deployable civilian experts to ensure the SU is achieving 'market rate' for technical advice and delivery
- Implementing a commercial strategy to ensure contractual relationships offer ongoing VFM
- Undertaking a LEAN process review on enabling functions to ensure in-house delivery offers VFM
- Continually reviewing the SU equipment stockpile to ensure appropriate levels of holdings commensurate with planned level of activity, plus the ability to respond to crises and thus achieve VFM
- Supporting reform of the Conflict Pool, to ensure a more rigorous approach to allocation and results monitoring
- Continue to increase the SU's commercial capability and support partners to do the same
- Reducing our carbon footprint and saving money through better use of technology to reduce travel time to meetings, using economy flights, and greener behaviour in the office

The SU will continue to ensure the requirement to achieve and demonstrate VFM is foremost in our decision making processes.

8) Workforce planning

Headcount – Within the context of the various cross-governmental Civil Service Reform initiatives, the unit will continually monitor its overheads and ensure that maximum efficiency is achieved. The scale of planned reductions in the core team headcount has been revised as it was better value for money to keep some functions in-house, rather than outsourcing them. However the 2014/15 staffing level of less than 70 people is sufficient to support the unit's steady-state structure and means significant financial savings have been made over the last three years.

	2011/12	2013/14	2014/15
Core team	86	76	<70
Core staffing cost	£4,209,144	£3,351,058	£3,607,323
Efficiency saving	n/a	£858,086	£200,000

Organisational Structure – Following a programme of change in the unit's structure, aimed at delivering better value for money and a more effective response to demand for services, the SU will be a smaller and more agile unit. Teams will be more integrated, not only providing a more coherent service to clients, but enabling better identification and recovery of tasking costs.

Workforce Needs – Work during the initial phase of the unit's outsourced contracting arrangements developed improved processes for performance management, ensuring both value for money and the continued provision of a high-quality service. The senior advisory capability has been expanded, providing comprehensive civilian expertise. Liaison capacity embedded in external institutions will be increased in 2014/15. These changes will ensure that the SU can contribute to the full range of HMG crisis response activities.

Surge capacity – The SU is able to draw on rapid response resource through the Crown Agent contract and through the Civilian Stabilisation Group to meet surge requirements. This is retained on a short-term basis, with regular review to ensure that this additional capacity is still appropriate.

9) Change Management

Following the change to the well-defined, steady-state structure that will take the unit forward through 2014/15, strong management is needed to ensure delivery of the resulting gains in efficient and effective service provision to parent departments and other stakeholders. The unit will always have a relatively high degree of staff turnover due to the time-limited secondments of staff from their home departments, requiring effective succession planning.

Having previously identified significant shortcomings in organisational approach, the SU has made progress on the key areas identified for action. This is evidenced by the 2013 **People Survey** results. To quote just two of many positive examples, there was a 28% improvement in 'Leadership and Managing Change' and a 42% improvement in believing the SU is well managed. We will continue to focus on areas where staff would like to see improvement and staff will be engaged on unit-wide learning and development events and transparent consultation on the change process will ensure that all staff are fully aware of change management activity.

The Senior Management Team of the SU is fully committed to listening to staff through both formal and informal processes, and will work hard to ensure the positive points identified are maintained. More importantly the Senior Management Team will take active steps to address issues and concerns that are raised by SU staff throughout the year and continue to feedback to staff on the actions being taken.

Regular feedback on the service provided by the SU will be sought from key stakeholders to ensure the unit is fully integrated with the new Conflict, Stability and Security Fund (CSSF), enabling continued improvements in delivery of effect to HMG's conflict architecture.

10) Monitoring and Evaluation

The SU recognises it needs to strengthen its M&E processes and provide more evidence on the *impact* of our work. This is equally important for accountability and for lessons learning. At the highest level, SU impact will be measured in terms of contribution to the delivery of HMG goals, particularly in relation to the Conflict Pool/CSSF. Working with our parent departments to improve the overall approach to M&E across the Pool will therefore be crucial to enabling us to more clearly articulate the impact of our work – this will continue to be a priority.

Below this level, we need to do more to articulate the *outcomes* and *outputs* of our contribution to HMG's broader effort. For 2014/15 we have therefore developed simple, manageable tools that can be integrated into regular contact with our stakeholders. In this process we will pay particular attention to *value for money* and we capture data that allows for an analysis of VFM when SU delivers outputs compared with other delivery mechanisms (e.g. external consultants).

Essentially, to achieve meaningful M&E the SU needs to answer three questions:

- Was the client satisfied with how SU implemented the task?
- What will the client do/what has the client done differently as a result of the SU task?
- If they were carrying out the same task again, is there anything they would do differently?

Data collection will be through the use of a short tasking questionnaire sent to clients at the end of a task. This will give us **client satisfaction** data (quantitative and qualitative); **case studies on specific tasks**; and **analysis of common issues** (areas where SU is particularly strong and/or reasons why tasks might not have achieved a desired impact).

To ensure that our geographic and thematic priorities remain aligned with our resource allocation and assumptions, the SU uses a robust quarterly review process. Each quarter, the SU thematic and regional teams assess completed and upcoming tasks, financial spend and commitments to determine progress against business plan objectives. The geographic and thematic priority matrices are then reviewed and adjusted accordingly before submission for approval to the SU Management Board. The quarterly review process will be adapted to accommodate the new Conflict, Stability and Security governance and funding arrangements.

11) Risk Management Approach

The recent DFID Internal Audit report on the SU (Dec '13) acknowledged the unit has a strong process of risk assessment and management for particular operational and operating activities. It did highlight that the unit does not have its own risk strategy documenting SU-specific risk appetite and appropriate methods for identifying, assessing and treating risk consistently at the operational level.

The measures in place to identify, assess and manage operating and operational risk include:

DFID Directors Statement of Assurance: 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.

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 weekly, or more regularly, as necessary and distributed to the SMT. FCO risk appetite is applied.

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.

Delegated Authority: The Director SU has project approval authority. No other individuals have authority at this level. All team leaders and budget managers have project requisition authority to the maximum requirement for their specific area of responsibility. They are reviewed on an annual basis. All individuals are made aware of their obligations.

11) Risk Management Approach

Quarterly Business Plan review: Progress against the outcomes set out in the Business Plan is monitored quarterly. This allows the unit, overseen by the Stabilisation Unit Management Board, to assess whether staffing and financial resource is focussed on tasking that meets national security and Conflict Pool requirements. This ensures best value for money activity and swift response to changes in country and thematic priorities.

Training: Several members of the unit, both DFID and from other HMG departments have undertaken training in DFID protocol for procurement, due diligence and programme management.

We now want to build on this work by using the following process, **across all stages of the project cycle**, to develop a strategy that takes into account DFID, FCO and MOD risk appetite, as appropriate.

