



Operational Plan 2013-2015

DFID Conflict, Humanitarian and Security Department

June 2013

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Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.



1) Context

The Conflict, Humanitarian and Security Department's **goal** is to prevent conflict and reduce poverty in fragile states, deliver world class humanitarian assistance, help poor countries be more resilient to disasters and support justice and freedom from violence, particularly for women and girls.

Humanitarian assistance: Mega disasters such as the 2011/12 drought in the Horn of Africa, the floods in Pakistan (2010) and Haiti earthquake (2010) have shown that despite best efforts, international humanitarian assistance could be quicker and more effective. British humanitarian assistance is one of the best in the world – but could be even better.

In 2011, as part of a series of reviews on value for money initiated by the Secretary of State, Lord Ashdown reviewed UK humanitarian assistance, making recommendations for a faster and more effective response – the Humanitarian Emergency Response Review (HERR). Later that year, the Government set out how it would meet the challenges outlined in the HERR, the UK Humanitarian policy, and the DFID Approach paper “Defining Disaster Resilience” “These policies will shape and inform all our humanitarian and disaster resilience work over the period.

Fragile states and conflict: Conflict, fragility and insecurity deepen poverty and act as a brake on growth and prosperity (Skaperdas et al, 2009). Half of the children who die before they reach their fifth birthday and half of the children who are not in primary school live in fragile countries (World Development Report 2011). Conflict overseas also threatens UK national security – through increased levels of terrorism, migration and criminal networks. In 2011, the UK Government set out how it would tackle instability and conflict overseas in the Building stability Overseas Strategy (BSOS). CHASE leads on the implementation of BSOS for DFID.

The UK has committed to spend 30% of assistance in fragile and conflict-affected states by 2014/2015 and has led international discussions to improve the way the international community supports development in fragile states. In 2011, DFID helped to secure a new international agreement ‘the New deal for engagement in fragile states’. Together with BSOS, this “New Deal” will underpin and inform all our work on conflict and instability over the period.

Security and Justice: Time and again, poor people have rated security and better access to justice as one of their main priorities. The World Bank's World Development Report 2011 highlighted the provision of security and justice as critical to breaking cycles of violence, building legitimate states and empowering citizens. Across the globe, millions of women and girls still experience violence on a regular basis. DFID is committed to supporting 10 million women gain access to justice by 2015 and to tackle violence against women in at least 15 countries.

International discussion such as work on a successor framework to the Millennium Development Goals and the G8 and G20 agendas, provide a context for CHASE's work over the period and we will work alongside others to shape them.



2) Vision

Overview

Over the period of this plan, CHASE will:

Humanitarian response

- Build the capacity of the UK Government and partners to better anticipate and plan for emergencies and disasters
- Drive innovation with the private sector so that the UK is able to respond more quickly and efficiently to disasters
- Build the resilience of poor countries so that they can cope better and bounce back faster from disasters
- Champion reform of the international humanitarian system so it is fast, effective, accountable and offers value for money

Fragile States and Conflict

- Ensure UK and other donor programmes meet the development challenges of conflict affected and fragile states effectively
- Strengthen early warning systems so that the UK government can better anticipate and respond to instability
- Help the UK to take faster and more effective action to prevent a crisis or stop it from escalating
- Support programmes to help countries to recover from conflict and build the evidence on what works

Security and Justice

- Drive innovation and develop tools to scale up and support high quality security and justice programmes
- Work with Whitehall partners so that the UK secures new international commitments to tackle violence against women and girls
- Invest in research to build the evidence base and test out new approaches to preventing violence against women and girls
- Support country offices to scale up work on violence against women and girls
- Support international work on a new Post MDG framework that includes commitments on violence, disaster resilience, justice and conflict/fragility.

Alignment to DFID and wider UK Government priorities

CHASE leads on a number of commitments in DFID's Business Plan: strengthening governance and security in fragile and conflict-affected countries; responding to humanitarian disasters; and building resilience of vulnerable people to withstand shocks and disasters. To deliver on these commitments, we work very closely with DFID's country offices, regional departments, the international divisions and policy and research departments. CHASE's work on conflict and security is guided by the National Security Council. We work closely with other government departments, and in particular with the Ministry of Defence, Foreign and Commonwealth Office, the Home Office, Stabilisation Unit, Cabinet Office and Ministry of Justice.

What we will stop doing

The results set out in this plan are CHASE's priorities. We will not take on additional work outside these priorities unless requested by Ministers.



3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
HUMANITARIAN	HMG capacity to anticipate risk of humanitarian emergencies and disasters.	No comprehensive process in place (2012).	Risk register used on a quarterly basis by DFID Management Board to prompt humanitarian action and improve national resilience/preparedness, by autumn 2013.
DISASTER RESILIENCE	Number of UK country programmes which have embedded disaster resilience.	An ad hoc approach to embedding disaster risk reduction in country programmes (2011).	All 28 country programmes have embedded disaster resilience, as appropriate to each context, by 2015.
HUMANITARIAN AND FRAGILE STATES AND CONFLICT	Improved results, reporting and better value for money in core-funded organisations.	Reform priorities on results and value for money set out in business cases for each agency (2011/12).	Following completion of MAR Update (Sept 2013), CHASE core funding supports achievement of reforms. Where specific weaknesses have been identified CHASE has taken action to address this and, where appropriate, undertaken country reviews to assess progress by March 2015.
FRAGILE STATES AND CONFLICT	Number of cross HMG joint analysis of conflict and stability (JACS) supported.	Up to date joint analysis of conflict and stability exist in 2 out of 22 DFID supported fragile and conflict affected states (2011/12).	Finalise methodology for cross-UK Government conflict analysis by October 2012, complete new conflict analysis in at least four countries by March 2013, ensure up-to-date analysis in at least 13 of DFID supported fragile and conflict-affected states (March 2015).



3) Results (continued)

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
FRAGILE STATES AND CONFLICT	An agreed M&E framework for New Deal pilots in place. Indicators for the peacebuilding and statebuilding goals are piloted.	New Deal agreed at Busan International Dialogue on State-building and Peace-building – no partnerships in place (2011).	Implementation of the New Deal for engagement in Fragile States, underpinned by effective support by CHASE for New Deal pilots and engagement with bilaterals, multilaterals and civil society. (March 2015).
SECURITY AND JUSTICE	Impact of Security and Justice Community of Practice on bilateral programmes, measured through survey of members and usage of Themesite. Impact of Results Helpdesk on bilateral security and justice programmes, measured by annual review in March 2014.	Results Helpdesk established in January 2012, then reviewed and extended for one year in March 2013. Current Security and Justice Hub to be replaced by Themesite in second quarter of 2013.	CHASE effectively supports the SRP commitment to implement new security and justice programmes in 12 fragile and conflict-affected states by March 2014, including improved access to security and justice for women and girls.
VIOLENCE AGAINST WOMEN AND GIRLS AND HUMANITARIAN	Quality of delivery of the VAWG Research and Innovation Fund, as measured by annual reviews.	Little rigorous evidence exists on what works to prevent VAWG especially in conflict-affected and humanitarian contexts.	VAWG Research and Innovation Fund generates evidence that informs the scale-up of UK and international programming. (March 2015)
	Percentage of new humanitarian responses with VAWG assessments.	Risk assessments on VAWG not routinely carried out in humanitarian responses.	All DFID humanitarian response programmes informed by an assessment of risks of VAWG. (March 2014).
PERFORMANCE	People survey results. Accuracy of financial forecasting.	2012 People Survey results show some positive improvements over 2011 but some remaining concerns. 2013 monthly forecasts accurate	Show improvements year on year. CHASE financial forecasting within 1% overall.



3) Results (continued)

Evidence supporting results

Humanitarian: the results reflect lessons from existing evidence, drawn together in the HERR (and subsequent literature), the UK Government's response to the HERR, DFID's Humanitarian Policy, DFID's Innovation and Research Strategy and the DFID approach paper "Defining Disaster Resilience". CHASE has launched, with Africa Division and Research and Evidence Division, a Humanitarian Evidence and Innovation Fund to further build the evidence base and test out new approaches to programming. Our priorities for engagement with multilateral partners are informed by DFID's multilateral aid review, and will be reassessed after the Multilateral Aid Review update in early 2013.

Conflict and fragile states: the results are informed by a large body of evidence around the causes of conflict and fragility and the role of development in addressing these. Much of this was drawn together in the World Development Report 2011 and in DFID's practice paper on Building Peaceful States and Societies. The New Deal and the OECD-DAC principles for engagement in fragile states set out internationally agreed good practice, based on evidence gathering by the International Dialogue and International Network on Conflict and Fragility. They underline the importance of robust analysis as a basis for work on conflict and fragility.

Security and justice and preventing violence against women and girls: the World Development Report 2011 sets out how accountable security and justice services are central to building legitimate states and empowering citizens and are a key enabler for wealth creation. The evidence base for what works in programming to promote security and justice and prevent violence against women is currently weak. Building the evidence base is the primary focus for CHASE over the next few years, for example we have begun to implement two new funds to develop evidence and support innovation in security and justice and preventing violence against women and girls.

Value for Money rationale

CHASE helps DFID deliver development gains in the face of conflict, disaster and violence. Building resilience, whether to natural disasters or to conflict, minimises the risks of significant investments being lost and helps save money. For example, it is estimated that £1 spent on conflict prevention can save the international community £4 once conflict has broken out (Chalmers et al 2004); evidence from available Disaster Risk Reduction (DRR) economic project appraisals shows average economic rates of return of 30%+.

DFID's resource allocation to multilateral agencies is informed by the Multilateral Aid Review (MAR) and the 2012/13 MAR update. Humanitarian and conflict multilateral agencies scored higher than the MAR average overall. MAR reform priorities will enhance value for money across the international system.

CHASE's approach to value for money is set out later in this document.



4) Delivery and Resources

Context

CHASE is London and East Kilbride based, with strong links to UK missions in New York, Geneva, Brussels and Rome. We work closely with DFID's Country Offices, Policy and Research Divisions, International Division and the Stabilisation Unit to deliver our priorities. We collaborate closely with other UK Government Departments, particularly the Ministry of Defence, Foreign and Commonwealth Office, Ministry of Justice and Home Office. We have in-house technical skills in humanitarian, governance, economics, conflict, social development, evaluation, statistics and disaster resilience. Embedded within CHASE is an Operations Team (OT), contracted through Crown Agents, which provides support for the UK response to rapid onset emergencies.

Intervention Choice

- We provide UK multilateral contributions to UN agencies and the Red Cross movement. We engage strategically with these agencies to take forward Multilateral Aid Review reform priorities and the reform commitments of the international humanitarian system under their "Transformative Agenda".
- We provide direct funding to respond to disasters and have the capability to deploy humanitarian field teams and relief items through our Operations Team, other Government Departments and the Rapid Response Facility where needed.
- We represent DFID's interests in the tri-Departmental (DFID, FCO, MoD) Conflict Pool which provides resources to help prevent conflict and build stability overseas, through the BSOS Board and Conflict Pool Secretariat.
- During 2011, CHASE scaled up its policy and advisory capacity in order to play a greater leadership role across DFID and HMG and within the international system. In early 2012, the Fragile States Team from Policy Division was merged into CHASE to support a more effective and joined up approach to DFID's policy work on fragile and conflict affected states.
- We invest in research and innovation and pilot new approaches to build evidence for what works best in conflict, security, resilience and humanitarian programming.
- We develop tools and provide support to DFID country offices to help embed resilience and conflict prevention in DFID country programmes, to test out and scale up new approaches to security and justice and violence against women, and to monitor and evaluate impact and value for money.

Partnerships

- We continue to work closely with partners from the poorest nations and emerging powers to build a safer and more secure world.
- We are scaling up our engagement with the private sector to drive innovation to tackle disasters, conflicts and build resilience.
- We work as one with other UK government departments, particularly the FCO and MOD.
- We have strong partnerships with international and local NGOs to build resilience and respond better to disasters.



4) Delivery and Resources (continued)

Planned Programme Spend ¹

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000										
Governance and Security	27,288		36,615		26,313		41,141		43,882		147,951	0
Humanitarian ²	220,792		214,182		98,750		223,017		287,846		823,795	0
TOTAL ³	248,080	0	250,797	0	125,063	0	264,158	0	331,728	0	971,746	0

¹ Figures for: 2010-11 and 2011-12 are actual outturn; 2012-13 are provisional outturn; 2013-14 and 2014-15 are planned budgets.

² CHASE Response Contingency is £15m 11/12, £7m 12/13, £16m 13/14, £25m 14/15 included in the Humanitarian figures.

³ Excludes Conflict Pool funding



4) Delivery and Resources (continued)

Planned Operating Costs ¹

	2010/11	2011/12	2012/13	2013/14	2014/15	Total (2011-15)
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay		699	1,779	2,197	2,135	6,810
Frontline staff costs - Non Pay		57	241	115	343	756
Administrative Costs - Pay	2,615	2,647	2,910	3,113	3,364	12,034
Administrative Costs - Non Pay	608	806	407	327	256	1,796
Total	3,223	4,209	5,337	5752	6098	21,396

¹ Figures for: 2010-11 and 2011-12 are actual outturn; 2012-13 are provisional outturn; 2013-14 and 2014-15 are planned budgets.



4) Delivery and Resources (continued)

Planned Efficiency Savings

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	During 2010/11 CHASE closed a number of under performing projects, including work on: Mines, Civil Society projects, Avian Human Influenza, Humanitarian Policy and Conflict Policy.	£29 million programme funds in 10/11.
Further examples of Programme efficiency	Cross CHASE work on evidence and value for money; gains made by delivering MAR reform priorities, and stopping funding to UNISDR; championing Results Based Management systems for multilaterals.	£4 million - UNISDR exit.

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000						
Reduction in Consultancy Payments		309		100				
Reduction in Travel				21		21		21
Reduction in Training		19		5		5		5
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructuring								
Other Reductions		117						
Total	0	445	0	127	0	27	0	27



5) Delivering Value for Money

CHASE is committed to delivering value for money. Examples of how we did this in 2012/13 include:

- Launched a new Rapid Response Facility (RRF) in 2012, so that the UK can deploy emergency humanitarian assistance more quickly, effectively and cost efficiently;
- Launched a new Results and Evidence Hub to drive results and value for money in humanitarian assistance;
- Assessed progress against MAR priorities for 9 humanitarian and peace keeping agencies (WFP, UNCHR, ICRC, IFRC, PBF, IOM, CERF, OCHA, GFDRR). Adjusted payments to reflect progress;
- Undertook analysis of cost drivers and developing methods for assessing value for money in humanitarian response. This will be rolled out to DFID country offices and partners with other guidance, including on humanitarian finance;
- Following a rigorous competitive process, awarded a new Operations contract to Crown Agents to support a faster, more effective and efficient humanitarian response to emergencies;
- Supporting DFID country offices to assess value for money in new business cases, e.g. in Ethiopia (security and justice) and in DRC (humanitarian response);
- Launched in partnership with Africa Division and Research Division, a new Humanitarian Evidence and Innovation fund in April 2012. The strategy will help to build the evidence and drive innovation on the most effective approaches to disaster risk resilience and humanitarian response. From 2013, an evaluation will subsequently assess the effectiveness and efficiency of the fund;
- Launching a help desk and community of practice on effective approaches to security and justice;
- Supporting reform of the Conflict Pool, to ensure a more rigorous approach to allocation and results monitoring;
- Helping the UN Department of Political Affairs to improve their results measurement systems;

On going priorities include:

- Building on the MAR Update assessment in March 2013, we will work with other likeminded donors and UN agencies to accelerate progress on priority reforms, including value for money;
- Continue to increase CHASE's commercial capability and support partners to do the same;
- Increasing our engagement in upstream work to prevent conflict and build resilience to disasters;
- Building the evidence base for the economics of resilience, looking at reduction of future disaster response costs as a result of earlier investments;
- Strengthening quality assurance of new business cases and quality assuring all humanitarian submissions to Ministers;
- Developing guidance to measure impact and value for money of programmes to prevent violence against women;
- 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.



6) Monitoring and Evaluation

Monitoring and evaluating results against our results framework is a core element of our work.

Monitoring Strategy

In 2012/13 we have:

- Undertaken the Multilateral Aid Review update to monitor the performance of our multilateral partners against reform priorities;
- Monitored progress against the BSOS implementation plan through the BSOS Board;
- Finalised a results framework for the Conflict Pool (2012 – 2015);
- Participated in an Inter-Agency Standing Committee task team to agree on aligned results indicators for the international humanitarian system;
- Conducted quarterly reviews of progress against the HERR response, to assess implementations of commitments.

Priorities for 2013/14:

- Finalise a Results Framework for Humanitarian Response and Disaster Resilience programmes, which is aligned with (i) multilateral and NGO partners, and (ii) the DFID Results Framework, and prepare an action plan for analysis of aggregated results;
- Issue guidance on Value For Money metrics to Humanitarian advisers, and analysis of Humanitarian cost drivers, finalise new business case guidance for multi-year humanitarian situations, agree a DFID-wide approach to humanitarian financing, including management of contingency funds;
- Work across CHASE and DFID to systematise our approach to the collection of statistics on Gender Based Violence in the areas in which we work;
- Develop additional higher level monitoring of HERR commitment implementation.

Evaluation Strategy

In 2012/13 we have:

- Established a new Humanitarian Results and Evidence Hub to undertake systematic performance assessment (including evaluation), and provide evidence-based guidance for Humanitarian operations;
- Approved a CHASE evaluation strategy;
- Undertaken Increasing evaluation of work under the tri-departmental Conflict Pool;
- Undertaken an evaluation of CHASE's £30m mine action programme.

Priorities for 2013/14:

- Following a consultative process, finalise the Humanitarian Evaluation Strategy and undertake implementation of priority actions in guidance, embedding evaluation / systematic monitoring into the design of all CHASE programmes and responses and building staff capacity;
- Commission a multi-country evaluation of humanitarian programmes with a resilience component; and provide guidance on how to evaluate Disaster Resilience;
- Assist DFID's Middle East and North Africa Department with technical expertise to evaluate the Syria response (including key themes, for example Gender Based Violence);
- Provide guidance to country offices on evaluation approaches, including humanitarian, conflict, disaster resilience, security and justice and violence against women and girls programming.



7) Transparency

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and we will provide opportunities for those directly affected by our projects to provide feedback.

Transparency objectives for CHASE over the next three years include:

- CHASE will meet the standards set out in the International Aid Transparency Initiative. We will publish detailed information on CHASE business cases, Annual Reviews and Project Completion Reports and all spend above £500. Information will be accessible, comparable, accurate, timely and in a common standard with other donors. We will also provide opportunities for those directly affected by our projects to provide feedback. This information will be of high quality and in plain English.
- Encourage our partners in civil society, multilateral organisations and other UK government departments to meet the standards of the International Aid Transparency Initiative. Within the humanitarian sector, we will encourage partners to join the Humanitarian Accountability Partnership International which supports accountability to beneficiaries. As part of this, we will directly support efforts by our partners to improve the participatory monitoring and evaluation of their work.
- Improve the visibility to UK public of DFID humanitarian action during rapid onset emergencies through proactive communications and monitoring tools on the DFID website. For example, during the 2011 Pakistan floods we published real time information on where UK funds were being spent.
- Publish this summary of our Operational Plan on the DFID website. We will inform other UK Government Departments, international organisations, civil society and other development agencies of the Operational Plan.
- Increase transparency of cross-Whitehall working in Fragile States, including through the conflict pool.
- Implement the New Deal in five focus countries which have endorsed it and which includes a commitment by donors and governments to support more transparent fiscal systems.
- Commit to a shared CHASE objective on transparency in all staff performance management forms with CHASE's Leadership Team championing improvements across our work.



Annex A: Revisions to Operational Plan 2012/13

- **Context** – A sentence has been added highlighting discussions around post 2015 international development framework, Group of Eight in June 2013 and international conference in July 2013.
- **Vision** – The Security & Justice narrative has been updated to include work with Whitehall partners tackling violence against women and girls, support to country offices on scaling up work in this area and support to international work post Millennium Development Goals framework including commitments on violence, disaster resilience, justice and conflict/fragility.
- **Headline Results** – The ‘Humanitarian’ results has been updated to reflect DFID Management Board actions, including a new target date of Autumn 2013 and the updated expected result on Humanitarian and Fragile States and Conflict priority to incorporate actions following the Multilateral Aid Review.
- **Headline Results (Cont’d)** - The Fragile States and Conflict Indicator has been updated to include the monitoring and evaluation framework and indicators for peacebuilding, along with refreshed expected results to take account of New Deal engagement, pilots and change of target date of March 2015. The Security and Justice indicator has been updated to include an indicator for the themesite and results helpdesk and a refreshed baseline aligned to the indicator and the expected result in support of the Structural Reform Plan commitment. A new result has been added on the assessment of Violence Against Women and Girls in humanitarian programming, in line with the Structural Reform Plan.
- **Results (Cont’d)** – A sentence has been added under Security and Justice highlighting examples of the programmes being implemented i.e. two new funds. A sentence has been added on the Humanitarian Evidence and Innovation Fund.
- **Delivery and Resources** – A sentence has been added on the Rapid Response Facility under the intervention choice.
- **Delivery and Resources (Cont’d)** – The narrative has been refreshed drawing on the split of CHASE posts and drawing on the period of stability. The number of staff has been updated to reflect current workforce plans.
- **Delivery and Resources (Cont’d)** – The financial data has been refreshed to reflect actual outturn for 2010/11, 2011/12 and 2012/13 and planned expenditure as confirmed in the latest Annual Results and Resource round for 2013/14 and 2014/15.
- **Delivering Value for Money** – The narrative has been updated to reflect the launch of the Rapid Response Facility in 2012, the launch of the Results and Evidence Hub, the progress against the Multilateral Aid Review (MAR) priorities for nine humanitarian and peacekeeping agencies, the analysis undertaken of costs drivers and methods for assessing value for money in humanitarian response. Ongoing priorities have been updated to include work building on the MAR and the commitment to increase CHASE commercial capability.
- **Monitoring and Evaluation** – The Monitoring and Evaluation Strategy has been updated to reflect achievements in 2011/12 and priorities for 2013/14.



Annex B: Results Progress

Progress towards headline results

Pillar/ Strategic Priority	Indicator	Baseline (include year)	Progress towards results (include year)	Expected Results (include year)
Humanitarian	HMG capacity to anticipate risk of humanitarian emergencies and disasters.	No comprehensive baseline in place (2012).	Risk register fully established and in use.	Risk register used on a quarterly basis by DFID Management Board to prompt humanitarian action and improve national resilience/preparedness, by autumn 2013.
Disaster Resilience	Number of UK country programmes which have embedded disaster resilience.	Ad-hoc approach to embedding disaster risk reduction in country programmes (2011).	8 country offices have met the embedding requirement to the minimum standard.	28 country programmes have embedded disaster resilience by 2015.
Humanitarian and Fragile States and Conflict	Improved results, reporting and better value for money in core funded organisations.	Reform priorities on results and value for money set out in business cases for each agency (2011/12).	On track. Mid-term review provided an update on progress on results, reporting and value for money in core funded organisations.	Following completion of MAR Update (Sept 2013), where specific weaknesses have been identified CHASE has taken action undertake country reviews to assess progress by March 2015.
Fragile states and Conflict	Number of cross HMG joint analysis of conflict and stability (JACS) supported.	Up to date joint analysis exist in 2 out of 22 DFID supported fragile and conflict affected states (2011/12).	On track – JACS methodology finalised and completed JACS in four DFID priority countries. In addition CHASE has continued to support analysis in Non-DFID focus countries, such as Mali.	Finalise methodology for cross UK-Government conflict analysis by Oct 2012. Complete new conflict analysis in at least four countries by Mar 2013. Ensure up-to-date analysis in at least 13 of DFID supported fragile and conflict-affected states (March 2015).



Annex B: Results Progress (cont'd)

Progress towards headline results

Pillar/ Strategic Priority	Indicator	Baseline (include year)	Progress towards results (include year)	Expected Results (include year)
Fragile States and Conflict	An agreed M&E framework for New Deal pilots in place. Indicators for the peacebuilding and statebuilding goals are piloted.	New Deal agreed at Busan International Dialogue on State-building and peace-building – no partnerships in place (2011).	On track. The UK continues to play a role as a leading donor. At least two UK supported partnerships with fragile states.	Implementation of the New Deal for engagement in Fragile States, underpinned by effective support by CHASE for New Deal pilots and engagement with bilaterals, multilaterals and civil society. (March 2015).
Security and Justice	Impact of Security and Justice Community of Practice on bilateral programmes, measured through survey of members and usage of Themesite. Impact of Results Helpdesk on bilateral security and justice programmes, measured by annual review in March 2014.	Results Helpdesk established in January 2012, then reviewed and extended for one year in March 2013. Current Security and Justice Hub to be replaced by Themesite in second quarter of 2013.	Support programmes for country Security and Justice work is in place. Support for country office VAWG work approved. Communities of practice widely used. New Security and Justice Theme site to be in place by Apr 2013. Effective support on VAWG programme development provided to ten country offices.	CHASE effectively supports the SRP commitment to implement new security and justice programmes in 12 fragile and conflict-affected states by March 2014, including improved access to security and justice for women and girls.
Violence Against Women and Girls And Humanitarian	Quality of delivery of the VAWG Research and Innovation Fund, as measured by annual reviews.	Little rigorous evidence exists on what works to prevent VAWG especially in conflict-affected and humanitarian contexts.	On track. Violence Against Women and Girls Research and Innovation Fund approved by SoS on 22 Feb 2013. Tender process underway and on track.	VAWG Research and Innovation Fund generates evidence that informs the scale-up of UK and international programming by 2018.
	Percentage of new humanitarian responses with VAWG assessments.	Risk assessments on VAWG not routinely carried out in humanitarian responses.	This is a new result. Secretary of State approved a submission in Mar 2013 agreeing to six recommendations.	All DFID humanitarian response informed by an assessment of risks of VAWG by March 2014.
Performance	People survey results. Accuracy of financial forecasting.	2012 People Survey results include some positive improvements over 2011 but some remaining concerns. 2013 monthly forecasts accurate	CHASE People Plan developed post survey findings. People Champion leads created for each group. CHASE forecasting remains within 1%.	Show improvements year on year. CHASE financial forecasting within 1% overall.