



Department
for International
Development

Operational Plan 2011-2016

Conflict, Humanitarian and Security Department

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Contents

Introduction	3
Context	4
Vision	5
Results 2011/12-2015/16	6
Delivery and Resources	11
Delivering Value for Money	14
Monitoring and Evaluation	15
Transparency	16
Annex A: Changes to Operational Plan	17

Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

The Conflict, Humanitarian and Security Department's **goal** is to help improve the capacity of DFID, Whitehall and the international community to prevent conflict, reduce the vulnerability of fragile states to crises, and respond to the effects of conflict, insecurity, violence and natural disasters on poor people, and especially women and girls

The world is currently facing unprecedented levels of humanitarian need. Mega disasters such as the floods in Pakistan (2010) and Haiti earthquake (2010) Typhoon Haiyan in 2013, the ongoing crises in Syria and Iraq, 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.

Since 2011, DFID has sought to improve its humanitarian response by implementing many of the recommendations of Lord Ashdown's [Humanitarian, Emergency Response Review \(HERR\)](#). The increased level of need and complexity of emergencies has created further pressure on the international system and an impetus for further reform. Preparedness, supporting national and local leadership, accountability and transparency, innovation and technology and closer partnerships with development actors are all priorities that will shape our approach as we approach the World Humanitarian Summit in 2016 and beyond.

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). The Conflict, Humanitarian and Security Department (CHASE) leads on the implementation of BSOS for DFID and works on behalf of DFID with other National Security Council Whitehall Departments to coordinate the UK's approach in fragile states including the Conflict Security and Stability Fund.

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.

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 committed to supporting 10 million women gain access to justice by 2015 and to tackle violence against women in at least 15 countries and has worked to ensure that the new Post-2015 international development framework addresses these key elements of the 'golden thread' of development.

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.

Vision

Overview

Over the period of this plan, CHASE will:

Humanitarian response:

- Enable the UK to meet its share of the unprecedented levels of global humanitarian need, working bilaterally and through the international system.
- Drive reform of the international humanitarian system, resulting in a faster more prioritised, better value and co-ordinated response to crises.
- Maintain the UK government's lead in emergencies through fast, effective and efficient responses;
- Build the capacity of national governments, local civil society, international partners and the UK government to better anticipate and plan for emergencies and disasters.
- Drive innovation, including the use of cash transfers and partnerships with the private sector, so that the UK is able to respond more quickly and efficiently to disasters.
- Improve links between development and humanitarian agencies and improve systems of accountability.

Fragile States and Conflict

- Ensure UK and other donor programmes meet the development challenges of conflict affected and fragile states effectively including to provide policy leadership on countering violent extremist, political settlements and economic development in fragile states and a coherent approach to working with multilateral peace and security institutions.
- 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.
- Help improve DFID, Whitehall and the international community's capability to work effectively in conflict affected and fragile states including through the new Conflict Stability and Security Fund and supporting DFID's participation in the National Security Council.

Security and Justice including violence against women and girls

- 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 Millennium Development Goals (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, security and justice 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 (FCO), 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 over the period. We will not take on additional work outside these priorities unless requested by Ministers.

Results 2011/12-2015/16

Headline results (those with a * directly attributable to DFID. In all other cases, DFID is contributing to the results)

This table reflects CHASE's current headline results. Over the period of this Operational Plan, CHASE has achieved number of previous Operational Plan headline results. These results are detailed in the results progress table later in this section.

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
HUMANITARIAN	International humanitarian system preparedness improved within high risk contexts over the period of the operational plan.	Minimal preparedness activities in countries identified at high risk of disaster or crisis (2013).		Improved preparedness in 27 countries identified at high risk of disaster or crisis by end March 2016.
HUMANITARIAN	Provide a fast, effective and accountable UK government humanitarian response within the first 72 hours of a rapid onset disaster.	No Rapid Response Facility. Stockpile meets comprehensive needs of 17,500 beneficiaries.	Rapid response facility established and operational	Increased stockpile servicing the needs of 60,000 beneficiaries. Rapid response facility effectively deployed and meeting expected needs. Achieved by end March 2016.
HUMANITARIAN	HMG capacity to anticipate risk of humanitarian emergencies and disasters.	No comprehensive process in place (2012)	Risk register now in place (since September 2013) and used on a quarterly basis by DFID's Executive Management Committee to help prioritise and plan for humanitarian action and improve national resilience/preparedness.	No further updates required.

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
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).	Eight country programmes have embedded disaster resilience to a defined minimum standard. Work has advanced in 8 further countries and has started in a further 4 countries. The process was postponed in South Sudan due to conflict.	All DFID focus countries have embedded disaster resilience, as appropriate to each context, to a minimum standard, by March 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).	Multilateral Aid Review update completed in 2013, reviewed agency progress against key reform measures. Effectiveness of the international system in humanitarian response and peace and security further reviewed in the light of recent crises.	Interim core financing to multilateral agencies to be agreed on condition of robust measures for a stronger system response and improved work on violence against women and girls.
FRAGILE STATES AND CONFLICT	DFID objectives are reflected in new cross-HMG country strategies for priority countries at risk of instability. DFID supports the design of the new Conflict, Stability and Security Fund (CSSF), better able to prevent conflict and build stability.	Very few cross-HMG strategies. DFID part of the tri-departmental Conflict Pool. Spending Round announces a new CSSF, to be operational from April 2015.	Cross-HMG strategies in preparation with DFID inputs and engagement	DFID objectives reflected in the cross-HMG strategies approved by NSC(O). CSSF effectively designed and functioning. Achieved by end March 2016.

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
FRAGILE STATES AND CONFLICT	An agreed monitoring and evaluation (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).	Goals being piloted in Sierra Leone, Somalia and CAR; on hold in South Sudan.	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	CHASE supports the Structural Reform Plan (SRP) commitment on improved access to security and justice for women through policy development and programmes in support of evidence and innovation.	No SRP target on new programmes – zero No target related to improved access to security and justice for women	SRP target was achieved ahead of March 2014 as planned. Currently no other SRP targets for security and justice. We Will: target met with 10,778,000 in recent 2013 DFID Annual Report.	No further updates required.
SECURITY AND JUSTICE	Security and Justice programming delivers innovative approaches of value to wider Security and Justice country programmes	Little evidence of innovative approaches in 2012/13.	Programme in implementation	Security and Justice Innovation Fund is implementing at least 6 innovative approaches to Security and Justice and achieves at least score A in Annual reviews (by March 2016).

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
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.	No results helpdesk. No Themesite.	Results Helpdesk established in January 2012, then reviewed and extended for one year in March 2013. Security and Justice Hub replaced by Themesite in second quarter of 2013.	Positive feedback from Security and Justice Community of Practice members. Security & Justice Themesite in place since May 2013 with 1206 visits between March and August 2014 and 696 visits for May-Aug 2014 versus 337 visits for May-Aug 2013. Positive feedback from country offices on Conflict, Crime and Violence Results Initiative (CCVRI) helpdesk. CCVRI Annual Review in May 2014 scored an A.
SECURITY AND JUSTICE	Security and Justice Policy updated.	Diverse priorities and need for greater focus (2014).		Security and justice policy review completed by March 2015 and delivers effective guidance to DFID country offices and wider HMG programmes. As measured by: 2 new policy products by March 2016.
VIOLENCE AGAINST WOMEN AND GIRLS	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.	All three components of VAWG Research and Innovation Fund now launched. Initial evidence products in use eg disseminated widely at the major international Summit on Ending Sexual Violence in conflict June 2014.	VAWG Research and Innovation Fund generates evidence that informs the scale-up of UK and international programming. (March 2015).
VIOLENCE AGAINST WOMEN AND GIRLS AND HUMANITARIAN	Percentage of new humanitarian responses where risks of VAWG have been considered.	Humanitarian responses not routinely informed by assessments of the risks of VAWG.	All new DFID humanitarian response programmes informed by an assessment of risks of VAWG (March 2014).	Final update 2014. No further updates expected.

Evidence supporting results

Humanitarian: the results reflect lessons from existing evidence, drawn together, firstly in the HERR (and subsequently in the 2014 stocktake of DFID's Humanitarian Policy, DFID's Humanitarian Policy, DFID's Innovation and Research Strategy and the DFID approach paper "Defining Disaster Resilience". CHASE, with and Research and Evidence Division, is currently implementing 8 Humanitarian Evidence and Innovation programmes 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 2011 and update 2013, and in the light of the system's performance in recent sudden-onset and protracted crises, notably Typhoon Haiyan and the Syrian conflict. In addition, the Independent Commission for Aid Impact (ICAI) review of the Horn of Africa response and the response to Typhoon Haiyan have added to the evidence base for effective humanitarian response.

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, of which DFID is a member. They underline the importance of robust analysis as a basis for work on conflict and fragility. CHASE is updating the evidence base with particular emphasis on violent extremism and terrorism, security sector reform, economic development in fragile states and political settlements.

Security and justice and preventing violence against women and girls: in order to add to the body of evidence 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). And investment in disaster resilience and early humanitarian response has been shown to be highly cost-effective. In Kenya, over a 20 year period, every \$1 spent on disaster resilience resulted in \$2.90 saved in the form of reduced humanitarian spend, avoided losses and development gains. In Bangladesh the equivalent figure was \$5 for every \$1 spent.¹

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

¹ The Economics of Early Response and Disaster Resilience: Lessons from Kenya and Ethiopia Cabot Venton, Fitzgibbon, 2012
The Economics of Early Response and Resilience: Lessons from Bangladesh. Cabot Venton, Majumder, 2013.

Delivery and Resources

Context

CHASE combines policy leadership and influence, operational delivery, management of central programmes and engagement with and delivery through multilateral organisations. The Department 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 emergencies across the globe.

Instruments of Delivery, Intervention Choices and Partnerships

- We provide UK multilateral contributions to UN agencies and the Red Cross movement and to peace and security multilaterals. We engage strategically with these agencies with the aim of improving the international humanitarian system and the ability of multilaterals to address fragility and conflict.
- We also provide funding to international civil society including through the START network of UK-based humanitarian NGOs.
- 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 UK government departments and the Rapid Response Facility where needed.
- We work closely with other Government Departments represented on the National Security Council and represent DFID in cross-Whitehall discussions on the Conflict Security and Stability Fund.
- We invest in research and innovation and pilot new approaches to build evidence for what works in conflict, security and justice, violence against women and girls, disasters 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.

Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £'000
Climate Change	20		294						
Education	-2								
Global Partnerships	78,709		21,072		67,015				
Governance and Security	31,617		19,196		43,075		34,694		
Humanitarian	139,611		84,087		281,602		273,306		
Poverty, Hunger and Vulnerability	-3		83						
Water and Sanitation	578		307						
Health	268		0		1,000				
TOTAL	250,797		125,038		393,771		308,000		298,000

*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

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

Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	708	1,838	2,059	2,035	
Frontline Delivery Costs – Non Pay	47	152	270	386	
Administrative costs - Pay	2,947	2,991	3,270	2,922	
Administrative costs – Non Pay	523	335	258	243	
	4,225	5,316	5,856	5,586	5,586

*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

Delivering Value for Money

CHASE is committed to delivering value for money including through implementing DFID's Smartrules for programme management. Examples of how we are doing this include:

- Use of the Rapid Response Facility (RRF), so that the UK can deploy emergency humanitarian assistance more quickly, effectively and cost efficiently.
- Using the work of the CHASE Humanitarian Results and Evidence Hub to drive results and value for money in humanitarian assistance.
- Undertaking analysis of cost drivers and developing methods for assessing value for money in humanitarian response. This analysis has now been rolled out to DFID country offices and partners with a value for money (VFM) toolkit for humanitarian interventions.
- Consolidating the evidence of the VFM of cash transfers instead of food, vouchers and non-food items in humanitarian response in order to scale up use of cash in the international system.
- Using a competitive procurement process for all elements of the new Global Mine Action Programme.
- Developing guidance notes on lessons learned in thematic programming to tackle violence against women and girls (e.g. security and justice, education and economic development) including guidance on how to measure impact and value for money of these types of programmes.
- Supporting a rigorous approach to allocation of Conflict Security and Stability Fund resources and results monitoring.

Monitoring and Evaluation

Monitoring Strategy

In 2013/14 we have:

- Developed results narratives for programmes, so that outcomes can more easily be aggregated and reported.
- Developed a mechanism for ongoing review and monitoring of the Rapid Response Facility.
- Worked across DFID to map out the profile of all existing programmes and interventions working on preventing violence against women and girls, informing our efforts to scale up this work.

Priorities for 2014/15 to 2015/16:

- Finalise a CHASE Results Framework to present key results for the department, and embed a system to update and quality assure key indicators on a regular basis.
- Work across CHASE and DFID to systematise our approach to the collection of statistics on Violence Against Women and Girls.
- Develop an innovative and comprehensive monitoring and evaluation approach for the Security and Justice Innovation Fund, including providing technical assistance and advisory services to the implementing partners of the innovation projects and DFID.
- Establish a monitoring and evaluation strategy for the National Action Plan on Women, Peace and Security.
- Monitoring implementation of the first year of CSSF programmes through cross-HMG CSSF reporting and oversight mechanisms (2015 – 2016).

Evaluation Strategy

In 2013/14 we have:

- Initiated evaluation of the new Disasters and Emergencies Preparedness Programme and the Typhoon Haiyan response.
- Completed a major evaluation of DFID's Global Mine Action programme.
- Provided guidance to country offices on evaluation approaches, including humanitarian, conflict, disaster resilience, security and justice and violence against women and girls programming.

Priorities for 2014/15 to 15/16:

- Follow-up the recommendations of the ICAI reviews on scale up in fragile states and on security and justice to ensure effective learning and uptake.
- Develop a CHASE Evidence Strategy, to identify what evidence will be gathered against major policy priorities, and where formal evaluation will be most valuable.
- Develop specific strategies to evaluate (i) CHASE programmes on Violence Against Women and Girls and (ii) our core funding to the humanitarian multilateral agencies.
- Work with NGOs to ensure a quality evaluation of the Disasters and Emergencies Preparedness Programme.

Transparency

Transparency is one of the top priorities for the UK government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy. In our response to the ICAI review of the Philippines, we made a commitment that all agencies receiving UK humanitarian funds must sign up to IATI by the end of 2014.

We are committed to being transparent about our work, except in circumstances where the release of information could put DFID staff or others at risk. Improving accountability of humanitarian aid to affected populations is key to improving performance in the sector. We will pilot a new accountability monitoring system that builds on private sector needs and new technology to improve transparency and beneficiary voice. Encouraging greater use of cash in emergency response will be an important part of this and we will establish a panel of experts to assess how to scale-up and rationalise cash transfers in emergencies.

Publication of information

We will support DFID's transparency commitments by:

- We will ensure that all project documentation is published on the Development Tracker (LINK TO COUNTRY PAGE OF TRACKER)
- We will ensure that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English
- We will publish a summary of [this Operational Plan] and all project summaries in English and [INSERT LOCAL LANGUAGE(S)]
- Will map our programmes so that we can visualise where our support is targeted

Supporting transparency in our work

- We will increase opportunities for those directly affected by our projects to provide feedback on project performance.
- We will seek similar levels of transparency from our partners (CSOs, contractors, other donors)
- We will help government and citizens use availability of rich data.

Annex A: Changes to Operational Plan

Context, Vision and Results

The CHASE Operational Plan has been updated to reflect the changing UK and international context and new priorities for the Operational Plan period. These include:

- developing new cross-Government structures for work in conflict and fragile states (the CSSF and cross NSC HMG country strategies);
- policy development on reform the humanitarian system to meet rising global humanitarian need;
- support to DFID teams dealing with new crises (Ebola, Iraq, Gaza, Ukraine) in addition to continued support to teams working on existing crises (Syria, South Sudan);
- new work on countering extremism.
- The Vision, Context and Headline Results sections of the Operational Plan have been revised to reflect these new issues.
- In addition, the previous Headline Results table contained a number of results which have been achieved. These results have been taken out of the Headline Results table and included in the Results Progress table.

Delivery and Resources

In order to properly resource new priorities, each Business Unit in CHASE has been reviewed to ensure the right expertise and team structure is in place. In addition, an expanded central CHASE team focussed on evidence, results and accountability has been established. This section has been revised to reflect these changes.

Delivering Value for Money

This section has been updated to reflect the latest evidence and best practice in delivering value for money in humanitarian and conflict situations.

Monitoring and Evaluation

This section has been updated to reflect forward priorities for the Operational Plan period.

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