

Operational Plan 2011-2015

DFID Conflict Humanitarian and Security Department (CHASE)

15 June 2011

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Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review to take a comprehensive and ambitious look at the countries in which DFID works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of 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 (CHASE) responds to humanitarian needs arising from conflict and natural disasters. It also works to identify emerging risks in order to build greater security and access to justice, and improve the resilience of communities in order to prevent conflict situations arising or escalating and reducing the damage of natural disasters.

Conflicts increase vulnerability of populations and hold back development and prosperity. No fragile country has yet achieved a single Millennium Development Goal (MDG) and 22 out of the 34 countries furthest from reaching the MDGs are in the midst of, or emerging from, violent conflict. The direct and indirect impact of conflicts spread beyond borders, and even have implications for Britain's own security and prosperity.

DFID's Secretary of State is a core member of the National Security Council (NSC), whose National Security Strategy emphasises the importance of us spotting emerging risks and dealing with them before they become crises. Many of the likely future **flashpoints for conflict are in poor countries** (see map below). This is a huge challenge for progress with development but also for our security at home. The Strategic Defence and Security Review (SDSR) sets out how we will:

- double UK aid to support conflict affected and fragile states;
- take an integrated approach across our development, defence and diplomacy work; and
- help to enhance the effectiveness of multilateral work to prevent conflict.

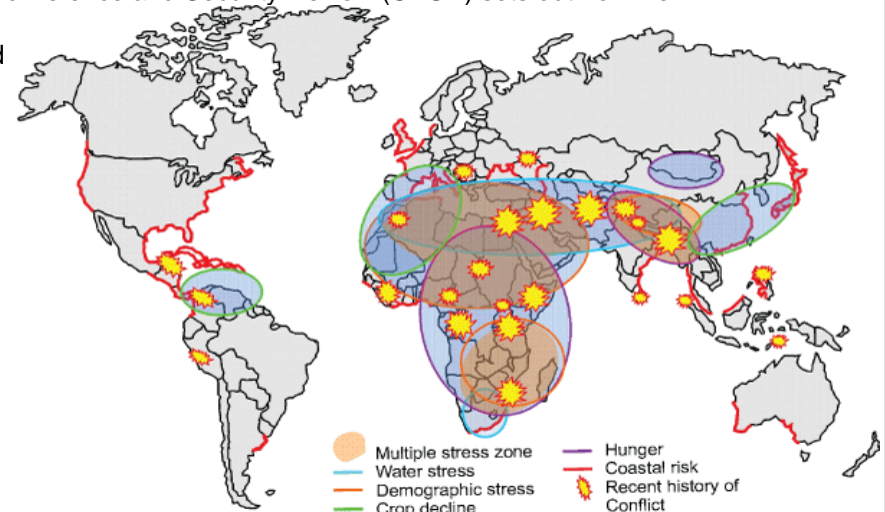
Greater security and better access to justice is one of the main priorities for poor people. It allows them to protect themselves, their families and their assets, to seek redress when their rights are infringed and to resolve conflicts before they escalate. Accountable security and justice services are central for building more legitimate states in the eyes of citizens.

The scope and severity of **humanitarian needs** are increasing due to the impacts of trends such as climate change, increased urbanisation and population growth. This has led to "mega disasters" such as the earthquake in Haiti and the Pakistan floods, which the international system has struggled to respond to. Restrictions on access for humanitarian workers makes meeting these needs increasingly difficult in places.

On a longer-term basis, regions such as the Sahel are chronically affected by seasonal, slow onset disasters, and those affected by long standing conflicts, such as in the Democratic Republic of Congo, Sudan or Central African Republic, are in a protracted need of humanitarian protection and assistance. Populations at risk need the right support to increase their resilience to disasters and their transition into long-term recovery processes once the immediate disaster is over.

Following the 2004 Asian Tsunami, the need for substantial reform of the humanitarian system was identified. Some progress has been made, including: leadership of humanitarian operations being strengthened; pooled funding mechanisms beginning to speed up funding for new emergencies; and the cluster approach has improved co-ordination at country level. However, the international system remains unable to respond adequately and effectively to current demands.

The Government commissioned an independent review of the UK's humanitarian emergency response (HERR), led by Lord Ashdown. It looked at how the UK can build on its strengths to ensure the UK Government's world-class response to humanitarian emergencies delivers maximum benefits to affected populations, in line with humanitarian principles, and delivers the best possible value for UK taxpayers' money. The UK Government response to the HERR was published on 15 June.



2) Vision

Overview

DFID's Conflict, Humanitarian and Security Department (CHASE) is based in London. It provides: policy leadership on security, conflict and humanitarian issues to the rest of DFID; funding to humanitarian and conflict multilateral organisations; core funding to relevant Non-Governmental Organisations (NGOs); and humanitarian support to affected populations.

Our vision is for CHASE to lead DFID's thinking and shape the response of the UK Government and the international community on conflict, security and justice, humanitarian and resilience agendas. We will be innovative, collaborative, evidence-based and focused on maximising value for money in our work to save lives, relieve suffering and bring sustainable improvements in the lives of those who are most vulnerable to conflict, insecurity and natural disasters, including women and girls.

CHASE is an exciting, cutting-edge environment to work in. We seek to create a supportive, empowering and inclusive environment for our highly motivated staff, maximising opportunities to learn and continuously improve our performance. We will proactively address the issues of overstretch and pressure raised through recent staff surveys.

Alignment to DFID and wider UK Government priorities

CHASE is working to **maximise the collective impact of the UK Government** on security, conflict and humanitarian issues. CHASE is playing a leading role in a number of areas of 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 adapt to climate change. Results, transparency and accountability will guide all of CHASE's activity.

CHASE will continue to play a key role in DFID's engagement in the Strategic Defence and Security Review (SDSR) and the Building Stability Overseas (BSO) Strategy, which sets out the government's contribution to supporting stability and security overseas. CHASE will also lead the implementation of the Humanitarian Emergency Response Review (HERR), which will set the stage for the UK to become a **world-leading humanitarian player** and to embed resilience in our work.

What we will stop doing

The 7 headline results outlined in this plan are our priorities. To ensure we focus our efforts where need is greatest, work outside these priorities will stop unless requested by Ministers. We have already ended proactive policy work on pandemic flu, work on international aspects of security and justice, and cut the number of NGO projects CHASE runs by over 70%. We will become **more strategic** in our relationships with international partners, moving resources to the best performing multilaterals and NGOs and we will build coalitions with other donors to ensure the best use of collective resources. The HERR signals a further step change in our humanitarian response and engagement with the international humanitarian architecture. The SDSR will similarly raise our game in fragile and conflict-affected States.

3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
MDG Pillar: DFID delivers a highly effective and Value for Money UK response to rapid-onset humanitarian emergencies	Proportion of agreed recommendations of the Humanitarian and Emergency Response Review (HERR) implemented	0% (April 2011)	75% (March 2012)
MDG Pillar: International humanitarian system is more effective in saving lives and reducing suffering in emergencies	Performance targets of multilaterals funded by CHASE	DFID's Multilateral Aid Review (MAR) results and priorities for reform to be identified in business cases in 2011	80% of Performance targets on track by 2014/15
MDG Pillar: People with reduced exposure to risk and increased resilience and preparedness to impact of conflict and disasters	Number of DFID country programmes actively addressing resilience through major programmes	0 (in 2011)	6 by 2012 20 by 2015/16

3) Results (continued)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Governance and Security Pillar: A step change in the ability of DFID country programmes to design effective security and justice programmes	Impact of DFID security and justice programmes	Inadequate central guidance and weak systems for monitoring the impact of security and justice programmes on poor people (2011)	More comprehensive and robust guidance and support in place by 2012, and evidence of increasing impact of programmes by 2014 (e.g. via project scoring)
Governance and Security Pillar: CHASE contributes to increased DFID impact on reducing violence against women	Impact of security and justice programmes on violence against women	No clear guidance or system in place for monitoring impact on violence against women (2011)	Guidance in place for country offices by March 2012, monitoring of impact by 2014 showing year on year rise in impact from DFID programmes
Governance and Security Pillar: Governance and Social Development Department and CHASE together help DFID to deliver a step change in impact and better results and value for money in countries affected by conflict, fragility and violence	Evaluations in fragile and conflict affected states that consider issues of conflict sensitivity	0%, as this is not currently monitored (2011)	80% by 2014
Governance and Security Pillar: DFID helps to lead more effective UK efforts to build stability overseas	Status of Building Stability Overseas strategy	Strategy under development (2011)	BSO Strategy approved by National Security Council by end of 2011

3) Results (continued)

Evidence supporting results: The results included reflect CHASE's added value to DFID in our priority areas of humanitarian, conflict, security and justice work. They are underpinned by lessons learnt in recent years and are driven by a strong intention to increase the impact and Value for Money (VfM) of DFID's engagement in these areas. There is a strong focus on improving best practice and the measurement of results which is elaborated further in section 6.

Following on from the HERR; it will be vital in providing a robust evidence base for our detailed priorities going forward. Our results reflect lessons from experience and in particular from the Pakistan floods and Haiti earthquake in 2010 around increasing our Value for Money and effectiveness, and from the analysis of our multilateral partners that has emerged from the MAR – especially a need for us to ensure stronger focus on results-based management. It is worth noting that by its nature, humanitarian work is reactive. It is not possible to predict all the results that we will achieve over the next four years. We have therefore outlined some of the key indicators we will use to monitor our humanitarian interventions. CHASE's support to a range of evidence based projects and work within the Inter Agency Standing Committee contributed to identifying our priority areas, baselines and will be used to measure results. In each rapid onset emergency DFID will identify specific results which will be evaluated post disaster.

Greater security and better access to justice is one of the main priorities of poor people, as reflected in much research carried out since the World Bank's 'Voices of the Poor' report in the late 1990s. It allows them to protect themselves, their families and their assets, to seek redress when their rights are infringed and to resolve conflicts before they escalate. We also know that accountable security and justice services are central for building legitimate states and empowering citizens: the draft 2011 World Development Report (WDR) emphasises that for this reason focussing on security and justice has to be one of the first priorities in fragile states. Improvements in security and justice are a key enabler for wealth creation and other development outcomes: in countries affected by significant amounts of violence, poverty reduction lags behind by around 3%. Finally, improving security and justice services is an essential component of reducing violence against women.

Our **conflict and fragility work** is informed by a considerable body of evidence around the causes of conflict and fragility, and the critical role of development aid in addressing them. The evidence base includes the outputs from the Centre for Research on Inequality, Humanitarian Security & Ethnicity (CRISE) – a major DFID funded research programme under Frances Stewart – which identified the importance of horizontal inequalities (i.e. inequalities between political, social, or economic groups or simple discrimination) as a cause of conflict. We also draw on the work of James Fearon, whose statistical analysis of conflict has helped demonstrate the role of weak institutions, including security institutions, as a conflict driver, and the work of Paul Collier, who highlights the importance of raising the opportunity costs of war by providing jobs for unemployed youth. This evidence base was influential in the development of DFID's (2010) Peace building and State-building Practice Paper and has recently been reviewed and reconfirmed in the WDR 2011.

Value for Money (VfM) rationale: A common theme that binds CHASE's work together is helping DFID deliver in the face of conflict, disaster and violence. Building resilience, whether to natural disaster or to conflict, is about seeking to minimise the risks of significant investments being lost and about spending scarce resources in a more cost effective manner: £1 spent on conflict prevention is estimated to save the international community £4 in responding once conflict has broken out (Chalmers, 2004, Spending to Save? An Analysis of the Cost Effectiveness of Conflict Prevention). Evidence from available Disaster Risk Reduction (DRR) economic project appraisals shows average economic rates of return (ERR) of 30%+. The MAR also identified good value for money, with Humanitarian and DRR agencies scoring higher than the MAR average overall. MAR reform priorities will enhance VfM across the international system. We will look to support those organizations which are most strategically relevant to UK defined objectives and have the capacity and capability to respond effectively and efficiently to humanitarian needs.

A key element of DFID's contribution to 2010's Strategic Defence and Security Review has been to emphasise the importance of "upstream" conflict prevention as opposed to focussing solely on response, from both an effectiveness and a VfM perspective. In addition to helping DFID country programmes get better at identifying and addressing the causes of conflict, CHASE will invest considerable resources in helping the whole of UK Government to be better at preventative work on conflict. We will help establish cross-Whitehall systems that identify problems and prioritise action before conflict breaks out, ensure that the overseas network has access to the right tools for analysis, and put in place the flexible capabilities we need to respond quickly and effectively. Security and justice programming is an essential part of building resilience against violent conflict, as the 2011 World Development Report shows. The institutions involved are central to resolving disputes and managing tensions, and so CHASE will continue to drive this agenda forwards across DFID as well.

4) Delivery and Resources

Context

CHASE is London-based, with strong links to UK missions in New York, Geneva, Brussels and Rome as well as to DFID's Country Offices, Policy and Research Division and International Division, and other UK Government Departments. We have in-house technical skills in Humanitarian, Governance, Economics, Conflict, Social Development and Disaster Resilience. During the Operational Plan period we will scale up our policy and advisory capacity so we can play a greater leadership role, both across DFID and within the international system, as well as engage in work on results and improve lesson learning, particularly from country-level activities, and engage in a more strategic dialogue with multilateral agencies. Embedded within CHASE is an Operations Team (OT) contracted through Crown Agents. OT provides support for the UK response to rapid onset emergencies as well as to the Stabilisation Unit.

Intervention Choice

- CHASE's policy capability and thought leadership directly contributes to improving results in other parts of DFID: Country Offices, Policy and Research Division and International Division; as well as partners across UK Government and the international system. *We are investing in this capability, creating staff capacity to lead policy thinking and implementation across DFID;*
- We run a range of programmes on Security and Justice, Conflict, and Humanitarian policy and practice (mainly through NGOs) that generate evidence and best practice. *We will in future run fewer, more strategic programmes, releasing staff time for high priority work;*
- We provide UK multilateral contributions to UN agencies and the Red Cross movement in the Humanitarian field, and to UN agencies engaged in conflict prevention, peace-building and recovery (in close collaboration with the Foreign and Commonwealth Office). Our relationships with these agencies will be more strategic, focused on results being delivered and less on micro-management;
- We provide direct funding to rapid onset disasters as the UK's response to Government, UN, Red Cross and civil society emergency appeals and have the capability to deploy humanitarian field teams and relief items through our Operations Team where needed;
- We lead the secretariat that provides strategic and financial oversight of the tri-Departmental (DFID, FCO, MoD) Conflict Pool which provides resources to help prevent conflict and build stability overseas.

Partnerships

Improving DFID efforts to put policy into practice is our priority. We place a strong emphasis on joint working – both within DFID, but also across Whitehall, with the Stabilisation Unit, and with our international partners. Recommendations from the HERR, the MAR the BAR (Bilateral Aid Review), and the cross-government Building Stability Overseas strategy will continue to shape our agenda. Our relations with the FCO on conflict, security and PREVENT and our wider role in delivering on the SDSR is well defined. The HERR has implications for the way CHASE and DFID does business in Humanitarian Emergencies and on Resilience. This will result in changes to our organisation and delivery which are not reflected here.

4) Delivery and Resources (continued)

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Governance and Security	15,347		28,600		27,000		30,400		30,400		116,400	0
Humanitarian	152,078		97,400		146,953		211,100		283,150		738,603	0
TOTAL	167,425	0	126,000	0	173,953	0	241,500	0	313,550	0	855,003	0

4) Delivery and Resources (continued)

Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	0	1155.6	1454.7	1454.7	1454.7	5519.7
Frontline staff costs - Non Pay	0	115.2	265.6	256	246.4	883.2
Administrative Costs - Pay	2630.9	2961.4	2961.4	2961.4	2961.4	11845.6
Administrative Costs - Non Pay	1018.7	686.9	410.5	384	361.9	1843.3
Total	3649.6	4919.1	5092.2	5056.1	5024.4	20091.8

4) Delivery and Resources (continued)

Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period
Strategic Reprioritisation	During 2010/11 CHASE closed a number of poor performing projects, including work on: Mines, Civil Society projects, Avian Human Influenza, Humanitarian Policy and Conflict Policy. The CHASE reorganisation also produced efficiency savings. Future reprioritisation will be directed by findings of the HERR, MAR and SDSR/BSO priorities, and through isupport to country offices' BAR offers.	£29 million programme funds in 10/11.
Further examples of Programme efficiency	Examples include: cross CHASE work on evidence and value for money; gains made by delivering MAR reform priorities, and stopping funding to UNISDR given poor MAR performance; championing Results Based Management systems for multilaterals. Future work will be further defined in a new VfM strategy.	£4 million - UNISDR exit. VfM strategy June 2011 will set out further savings

	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Administrative Cost Savings Initiative								
Reduction in Consultancy Payments		308.717		100		0		0
Reduction in Travel		0		21.2		21.2		21.2
Reduction in Training		19.4		5.3		5.3		5.3
Reduction in Estates & Property Costs		0		0		0		0
Reduction in costs as a result of Office Restructuring			0					
Other Reductions		116.8		0		0		0
Total	0	444.917	0	126.5	0	26.5	0	26.5

5) Delivering Value for Money

CHASE is committed to achieving the maximum Value for Money from all its work (economy, efficiency and effectiveness). It has taken its thinking forward significantly, developing methodologies for calculating value on traditionally difficult areas to quantify, such as conflict prevention and humanitarian assistance. CHASE will use the new project documentation, the 5 Case model, as an opportunity to test its own thinking and that of its partners. CHASE will develop a Value for Money strategy by the end of June. This will draw on analysis from the HERR, MAR and BAR. The strategy will include the following elements:

- Increasing efficiency and effectiveness through financial reallocations and performance-based funding resulting from the MAR outcomes;
- Illustrating how work on mines is driving greater effectiveness within the £30 million commitments;
- Work to improve the economy, efficiency and effectiveness from our humanitarian operations, including efficiencies through smarter procurement, demonstrating the value for money of humanitarian response interventions through the 5 Case business model;
- Greater investment in prevention and investment in building up the evidence base on the value for money benefits of this approach. This includes disaster resilience and preparedness to help communities and countries reduce the impact of disasters and/or recover from them more quickly when they strike and conflict prevention;
- Generating evidence on best practice in Value for Money work in fragile and conflict affected states;
- Developing indicators and indicator methodologies for conflict, humanitarian and security and justice work for use across DFID.

Strategically CHASE is also driving Value for Money across DFID, preventing conflict, building stability and resilience particularly in fragile states will help save money and manage and mitigate the risks of costly interventions in the wake of conflict or a natural disaster. It will also improve value for money thinking across UK Government – for example work with FCO on the UN's Department for Political Affairs and Peace Building Secretariat helping the UN be more effective in preventing conflict and building stability.

Building our capacity on Value for Money

In order to increase our capacity to deliver results on VfM, our Operational Plan will include increasing our staff capacity on economics, statistics and evaluation.

6) Monitoring and Evaluation

Monitoring

Support to overall monitoring of impact

We will work to strengthen systems for monitoring and measuring the results delivered by humanitarian, conflict, security and justice work. This will involve close working with other parts of DFID (in particularly Policy Division but also Finance and Corporate Performance Division, Research and Evidence Department, Africa Regional Department and others) to ensure that common approaches are being taken wherever appropriate. The impact of humanitarian, conflict, security and justice work is challenging to measure, but there is increasing recognition (for example in the 2011 World Development Report) that we must find better ways to monitor progress. We will engage with the rest of DFID and other partners across the range of CHASE's work to identify best practice in terms of indicator development, methodologies for surveys, polling, data gathering and analysis. We will also help to ensure that the right capacities are in place, both internationally and in partner countries, to deliver these methodologies. Within DFID we will work to develop a robust monitoring framework for the new Gender Strategic Vision that enables the organisation to be clearer about its impact on women and girls, particularly from the perspective of Violence Against Women. And across the UK Government we will work with other Government departments to ensure that the Building Stability Overseas Strategy and Conflict Pool are underpinned by robust results frameworks. We will undertake work which learns from recent emergencies such as Pakistan and Haiti to help improve Value for Money and results-based management in emergency response. We will also support the UN Interagency Advisory Standing Committee Needs Assessment Task Force and the UN Office for the Co-ordination of Humanitarian Affairs (OCHA) to strengthen joint needs assessments, monitoring and evaluations. In partnership with other donors, we will support a range of initiatives on evidence-based work and needs based decision making.

Evaluation Strategy

All the work above will include a strong focus on evaluation. In particular we will work with country offices and Evaluation Department to ensure greater use of robust impact evaluation methodologies, including randomised controlled trials in security, justice and conflict programming. We will also contribute to thematic evaluations across the organisation, and work with the Independent Commission for Aid Impact and National Audit Office to ensure that conflict and security issues are being fully addressed in their methodologies.

We will participate in or commission a number of specific evaluations over the Operational Plan period: an independent evaluation of the implementation of our de-mining strategy; regular updates to the MAR evaluations conducted in late 2010 with our key multilateral partners; and follow-up evaluation to the 2011 HERR and its implementation.

This work will be supported by evaluation specialists, economists and Statisticians within CHASE, along with programme staff and other advisers. We envisage spending at least 5% of our annual humanitarian budget on evaluations.

Building capacity of partners

Capacity building will be an essential component of the work on strengthening monitoring systems described above. For example, we will need to identify what balance there should be between country-level capacity building of national partners (whether core government ministries, specialised agencies such as statistics offices or violence observatories, or academic/civil society partners) and policy work at the global or regional level. Given sensitivities around monitoring and measuring violence and conflict, we will need to improve political analysis that contributes to planning. We will also work closely with all funding partners on strengthening their approach to monitoring results, from our Civil Society Programme Partnership Agreement partners to the multilateral humanitarian organisations that we fund – strengthening results based management systems is an area that has been clearly identified by the MAR.

7) Transparency

Transparency is one of the top priorities for the UK Government. We will meet our commitments under the UK Aid Transparency Guarantee: we will publish detailed information about DFID projects, including programme documents 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.

CHASE will meet all commitments made by DFID in the UK Aid Transparency Guarantee, publishing comprehensive details of all new projects and programmes on our website, and providing opportunity for those affected by our projects to provide feedback. This information will be of high quality and in plain English. We will ensure that all information is quality assured. We will embed a transparency element into all our work so it becomes a constant presence. All documentation and data we produce, and every pound we spend, will be open for public scrutiny.

Specifically, we will:

- **Improve the visibility of DFID humanitarian action** during rapid onset emergencies (our top priority) through proactive communications, providing monitoring tools on the DFID website, such as those used during the Pakistan floods, which gave the public real time information on where UK response 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;
- **Publish DFID's response to the Humanitarian Emergency Response Review (HERR) and findings of the MAR.** This will set an example of transparency for our partners, making the logic behind future funding decisions clear to all;
- Advocate for and support the development of **joint needs assessments** in humanitarian emergencies, **prioritisation of identified needs** in humanitarian appeals, and the establishment of clear **strategies against which performance** can be measured across multilateral and civil society organisations we fund;
- **Increase transparency of cross-Whitehall** working in Fragile States, including through the conflict pool;
- Ensure that for existing projects, summaries are created in the new format at the next Annual Review. We will make **transparency questions standard in the terms of reference for all our Annual Reviews**;
- **Meet the standards set out in the International Aid Transparency Initiative (IATI)**, and encourage our partners in civil society, multilateral organisations and other UK Government Departments to do the same. Within the humanitarian sector specifically we will encourage partners to join the Humanitarian Accountability Partnership International (HAPI) which supports accountability to beneficiaries. As part of this, we will encourage and directly support efforts by our partners to improve the participatory monitoring and evaluation of their work; and
- **Commit to a shared CHASE objective on transparency** in all staff performance management forms with CHASE's Leadership Team championing improvements across our work.