Annual Review - Summary Sheet

PROGRAMME TITLE: Yemen CSSF Programme							
Country/Region:	Yemen						
HMG Partners	Foreign and Commonwealth Office (FCO), Department for International						
(LEAD in bold)	Development (DFID), Ministry of Defence (MOD)						
Total Budget:	ODA: £2.48m Non-ODA: £70,000						
Start Date: 01 April	16	End Date: 31 March 17					
Outputs							
UN maintains required expertise (e.g. ceasefire monitoring, disarmament demobilisation and reintegration, gender sensitivity etc.) and able to utilise it to good effect in developing confidence-building measures and more inclusive talks							
Increase UK expertise on Yemen stabilisation and maritime security with advice provided to international partners and support for practical measures							
Assessment and test of capacities in Yemen for grassroots strategic communications A							

Outcome: There are 3 outcomes:

- Outcome 1: UN Special Envoy's Office and relevant UN teams better equipped to deliver wideranging peace process that is more inclusive and sustainable with functional confidence building measures
- Outcome 2: Bolstered international stabilisation efforts, with improved understanding of and adherence with UK best practice from the government of Yemen and international partners
- Outcome 3: UK in a better position to engage and respond to future challenges in priority stabilisation and security fields (e.g. countering violent extremism (CVE), counter-terrorism, transitional justice)

Outcome Score: N/A Risk: High

Summary of Programme Performance

Year	2015/16	2016/17			
Programme Score	Α	Α			
Risk Rating	High	High			

What support is the UK providing?

The CSSF supported activity which a) aims to reduce and end the current national-level violent conflict, and b) prepares the ground for a future, more durable political settlement once an initial peace deal is signed. The aims of the programme were threefold: to help deliver a UN-led peace process better able to bring the conflict parties together; contribute to creating the conditions for a durable peace agreement; and preparatory work in the fields of stabilisation, security sector reform and media/civil society. Although many international donors were providing humanitarian assistance, only the US, Germany, Netherlands and the EU were active in supporting conflict reduction and political dialogue. Most activities were carried out in partnership with UN agencies due to the difficulties of operating on the ground in Yemen.

Summary of progress and lessons learnt/actions taken since last review

- Yemen continues to be one of the most challenging places to work. This was the first full year of CSSF programming in Yemen since the Embassy was evacuated. The team increased the programme budget to include a wider range of Track I (official discussions) and Track II (unofficial dialogue and problem-solving) activities supporting the peace process.
- Despite uncertainty created by the break-down of talks, the programme helped build the basis for a more comprehensive future peace process. This included supporting the UN Special Envoy's Office, implement a project to increase female participation, and research providing stakeholders with a better understanding of conflict dynamics.
- The programme has contributed to international stabilisation efforts. The capacities of the Yemeni Mine Action Committee (YEMAC) have increased, benefitting Yemeni civilian's daily lives. The Stabilisation Advisor has increased understanding of stabilisation needs in Yemen, influencing other international partners. The Maritime Security Advisor continued, where possible, to work with the Yemeni Coast Guard and international partners to improve humanitarian access.
- The UK is in a better position to engage and respond to future challenges in priority stabilisation and security areas. A range of information was generated on strategic communications opportunities in Yemen. The media mapping project provided ideas for future strategic communications work in Yemen and helped design a future project.

- The CSSF programme team has been responsive to recommendations, and are engaging with and supportive of implementing partners. They have taken a structured approached to improving how the programme is managed. This included developing and monitoring a results framework, assessing risk regularly and actively engaging with implementing partners to improve understanding of UK programme standards.
- As recommended in the last annual review, the team bid for increased funding, which they
 managed to high standards. In the uncertain programming environment, the team showed
 flexibility. Regular conflict analysis ensured that the programme was fit for purpose. This year's
 programme has included a number of pilots, the first step towards a larger programme with
 greater impact.

Summary of recommendations for the next year

- As the peace process is stalled, the team should continue to fund the UN Special Envoy's Office
 at a slightly reduced rate. They should require more work on Track II initiatives and create formal
 links between Track I and II. This will help to ensure progress continues in the absence of Track I
 progress and that the peace process is inclusive.
- The UN Special Envoy's Office, United Nations Development Programme and UN Women projects should continue to be funded, as well as the Stabilisation and Maritime Advisors. The advisor positions should be reviewed again in a year's time to see if they are achieving good results and value for money.
- The team should learn lessons from CSSF programmes working remotely in similar high and protracted conflict contexts. They should also share their lessons learned and experiences across CSSF so others can learn from this programme. Close cooperation between the CSSF and FCO, as well as good cross-government working, should continue.
- The team should consider commissioning a public opinion survey to develop in-depth understanding of the diverse needs of Yemenis. The team should promote stabilisation with other international actors active in Yemen. This should be with a view to encouraging the international community to work more on stabilisation in cooperation with the CSSF.
- The team should build on existing work on value for money to develop a strategy and framework including indicators that assess value for money more robustly. The team should consider further opportunities to work with others. They should seek to leverage funding from other donors to increase funding to future projects in a cost-effective way.
- The risks to delivering a programme in Yemen will not reduce in the short-term. The team and Board need to continue to manage these actively. This should include: learning lessons from other remotely-managed CSSF programmes, maintaining conflict assessments, scenario planning, reviewing each project on an on-going basis, maintaining flexibility and adaptive programming to address a changing context, and retaining funding contingency to respond to changes in the context during the year. The team should ensure the risk register is aligned with the risk section of the programme document.
- Gender and conflict sensitivity, and stabilisation should be integrated across all of the programme and projects.
- The programme would benefit from a diagrammatic theory of change showing linkages between different outputs, outcomes and impacts. The team should support UNDP in procuring third-party monitoring for the de-mining programme. The CSSF team should commission this through the regional Monitoring Evaluation and Learning contract for aspects of the 2017-18 programme. The programme would benefit from generating evidence of the outcomes and impacts of the projects by commissioning evaluative activities.