

- The CSSF programme team has been responsive to recommendations, and are engaging with and supportive of implementing partners. They have taken a structured approach 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.