

Annual Review - Summary Sheet

PROGRAMME TITLE: Western Balkans CSSF Programme			
Country/Region:	Western Balkans		
HMG Partners (LEAD in bold)	Foreign and Commonwealth Office (FCO) , Home Office, National Crime Agency (NCA), Ministry of Defence (MoD), HM Revenue & Customs (HMRC)		
Total Budget:	ODA: £9.61m	Non-ODA: £2.55m	
Start Date: April 2015		End Date: March 2022	
Outputs			Score
Peacekeeping/Conflict Deterrence			A
Security Sector Reform			B
Reconciliation			A+
Governance			A+
Rule of Law			A
Countering organised crime, fiscal crime, counter terrorism (CT)/extremism threats and illegal immigration			B
Outcome: Outputs met expectation			
Outcome Score: A		Risk: Medium/Low	

Summary of Programme Performance

Financial Year (FY)	2015/16	2016/17						
Programme Score	B	A						
Risk Rating	Medium/Low	Medium/Low						

What support is the UK providing?

The UK provides a programme of activity to tackle issues in the Western Balkans under the six thematic strands below. This facilitates: improvement to the rule of law; implementation of security sector, judicial, governance and socio-economic reforms to strengthen structures and provide a stable environment for economies to prosper; and capacity building to address security challenges on the ground. This aligns with UK's governance, prosperity and security objectives under the Western Balkans National Security Council Strategy.

- Peacekeeping/Conflict Deterrence
- Security Sector Reform
- Reconciliation
- Governance
- Rule of Law
- Countering organised crime, fiscal crime, CT/extremism threats and illegal immigration

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

The Programme's overall performance has noticeably improved from the previous year. The 65 projects represented a reduction and consolidation from FY2015/16 resulting in a more cohesive, targeted intervention that provided greater input into fewer and generally longer-term and larger projects. This was attributable to several factors: the introduction of a consolidated robust regional Programme Document giving a clearer sense of direction and a more precise road map towards the achievement of objectives; a sharpened focus on project planning and delivery; an increased quality in Monitoring and Evaluation (M&E) due primarily to the contributions of the M&E Adviser; and importantly the implementation of recommendations made in the Strategic Review undertaken alongside the FY2015/16 Annual Review. Progress has been made across the main recommendations below.

- Clarifying objectives and results
- Ensuring strategic alignment
- Streamlining processes
- Strengthening capacity

Programme Managers have a greater awareness of the need to create and implement monitoring and reporting frameworks for their projects. This was as a result of last year's Review overarching recommendation for *urgent support for programme coherence and monitoring and evaluation*. Whilst there was an improvement in the design and implementation of Results Frameworks, there was less evidence of extensive engagement with Theory of Change processes. Such engagement would further enhance the Programme's performance. And also serve as a foundation for, and test of, the assumptions, activities and Outputs within the Results Frameworks.

A key contribution to the success of interventions was the commitment of Programme Teams to delivery, in particular in respect of stakeholder engagement overseas. Implementer feedback testified there was consistent Programme Manager support and advice on achieving results, whilst maintaining the balance of oversight and accountability to uphold integrity of projects.

The Programme has funded a number of secondments to outside international organisations. Contribution to their host organisations was evident. But the articulation of how their roles intended to meet CSSF priorities and achieve impact was weaker and less structured. The exception was the results driven approach adopted for the secondee to the EU Special Representative in Bosnia and Herzegovina.

Summary of recommendations for the next year

M&E advisory support to continue and focus on greater utilisation of Theory of Change processes across the region. All strands to strengthen their M&E frameworks and document evidence of progress against delivery.

Contributing Whitehall departments to work collaboratively to develop a Theory of Change for the Countering Organised Crime programme strand, and from there construct an integrated, detailed Results Framework. Determine clear level of ownership, and cross-working approach.

Provide support to MoD to construct properly developed programme strand and project level documents that address baselines, rationale for interventions and evidence of achievements.

Review and adopt results driven approach and performance standards for CSSF-funded secondees to outside organisations.

Programme strands to adopt and implement structures under reissued governance guidance i.e. Post Project Boards/Programme Strand Boards.

The Review Team acknowledged that a number of areas needing attention had been identified prior to the Review, and implementation of some recommendations here already in train.