



## Note

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Reference: K.233.62-102-1/01 (2013-11-15/159) / LAZJA

### **Management response to the external evaluation of the strategic partner Small Arms Survey**

#### General remarks:

The present external evaluation covers the current Memorandum of Understanding (MoU) (period 2010 – 2013) between the Human Security Division (HSD) and the Small Arms Survey (SAS). The findings of the evaluation are pertinent and serve as a solid basis for the further collaboration between the Small Arms Survey and the Human Security Division. They will particularly inform the forthcoming MoU, to be agreed for the period 2014 – 2017.

This is the first external evaluation the HSD conducts on the Small Arms Survey which is a long term strategic partner of the HSD. Since 1999 the HSD provides a core contribution of at least CHF 2.0 million (since 2009 the amount increased to CHF 2.5 Million) per annum.

The HSD Steering Committee has accompanied the evaluation throughout the entire process. A debriefing session with the evaluator and the Small Arms Survey was organised in order to discuss the evaluation and talk about next steps in implementing the recommendations.

#### Responses to the main conclusions and recommendations of the evaluators:

Overall, the evaluation captured well the strength and weaknesses of the Small Arms Survey for the period under review. It acknowledged that the Small Arms Survey has managed to keep its reputation as a center of qualitative and independent research. It has worked effectively during the current MoU and has delivered expected outputs. Various stakeholders and especially donors are satisfied with the work provided by the Small Arms Survey.

A concrete list of recommendations aims at improving in particular aspects of the Small Arms Survey's internal operations. The Steering Committee believes that all the recommendations are relevant and should be implemented by the Small Arms Survey. The following is a list of reactions to the main and most important recommendations provided in the evaluation report.

**Impact:** Revisit the expected objectives of the MoU with HSD and include the development of a vision, mission, theory of change and strategic plan that can be monitored and measured for success.

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**Response:** The HSD fully agrees with this recommendation. The forthcoming MoU should include objectives that are clear and therefore measurable. The basis of this is a theory of change which needs to be developed.

**Efficiency:** Consider an organizational restructuring to add a middle management layer and acquire other needed expertise (e.g. fundraising, project management). As well as: Grow the organization and divide project responsibilities to remove the label of "overworked" from the SAS brand and improve timeliness of response.

**Response:** The HSD believes that a clear division of tasks and roles at all levels is a basic requirement for a good functioning of each organisation. Hence, these recommendations should be seriously taken into consideration and implemented. Structural and management level changes take time and need to be well reflected. The HSD expects that this process is well under way within the first six month of 2014.

**Effectiveness:** Seek to provide innovative methods for distribution of findings as a part of a comprehensive communications strategy.

**Response:** In times of social media, there are various ways on reaching out to the public. A revised communication strategy should in particular put emphasis on the outreach at local level.

**Conclusion:**

The evaluation found that the outputs of SAS have been relevant and produced concrete benefits during the current MoU. SAS work has continued to add value and provide needed services for an increasingly growing and demanding area of activity. This has underlined the benefits of the HSD being a long terms supporter of the SAS. However there are aspects that should be addressed in order to foster SAS's role and position in its area of activity. The new MoU shall provide an opportunity to immediately start with the implementation of the recommendations provided in the evaluation report. HSD will be engaged in monitoring the evolution in this regard this over the next four year period.

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