

Evaluations Management Response, Summary & Lessons Worksheet:

Management Response

Evaluation name: Evaluation of Viva Rio Projects “Security and development: Actions at local and regional levels” funded by DFID & “Human Security Partnerships with the Third Sector: Learning from and Multiplying Local Experiences” funded by UNDP

Evaluation Type: final evaluation

Responsible Unit for Key action: N/A (the technical cooperation project between UNDP and Viva Rio has already ended)

Key action Time frame. N/A

Status of Key action: N/A

Issues and recommendations: (see examples below)

Issue: From evaluation report or management discussion	Recommendation: From evaluation report or management discussion	Management Response Agree/Disagree/Pending (if need explain and detail steps and strategy)
Sustainability of projects	Encourage internal reflection on operational (as opposed to financial) sustainability of projects, taking into account local partners, exit strategies, funding issues.	Pending.
Use of financial resources	Audit of VR’s finances to ensure that funds for SALW are being channeled appropriately	Pending

Summary & Lessons learned

Summary: (can write information down or attach document to be uploaded to system)

This report presents the findings of an evaluation of Viva Rio conducted on behalf of DFID, UNDP and the Swiss and Norwegian governments. The evaluation focused specifically on the projects “Security and Development: Actions at local and regional levels,” first launched with DFID funding in 2001 and “Human Security Partnerships with the Third Sector,” supported by UNDP (hereto referred to as “the Projects”). The Project aims to design and test specific solutions to the complex set of problems surrounding urban armed violence, with an overarching goal of attaining human security¹. The Project receives funding from the Global Conflict Prevention Pool, which is currently undergoing budget cuts and thus re-assessing funding proposals. The present evaluation is meant both to determine whether the Project has met its stated objectives, and to inform upcoming funding decisions.

The evaluation was conducted between June 6th and June 20th by a three person team. An independent consultant led the team and participated in the evaluation from June 6th – June 17th. A UNDP small arms expert joined the consultant from June 6th – June 10th,

¹ Project document, p. 3.

and a DFID social development adviser participated from June 14th to June 20th. The team conducted semi-structured interviews with Viva Rio staff and persons outside of Viva Rio who work either with the organization or on issues similar to those addressed by Viva Rio. A complete list of interviewees is presented in Annex 1.

As per the terms of reference, the evaluation sought to undertake an evidence-based analysis of Project performance against the original proposal and log frame, and the extent to which the project has met its stated goal. In particular, evaluators focused on (i) progress made to link small arms control with security sector reform, community development and youth at risk; (ii) the nature and extent of support provided by Viva Rio to the Government of Brazil in the areas of disarmament and security sector reform; (iii) progress made in promoting a human security approach among governments and NGOs in Latin America and (iv) the nature of Viva Rio's relationships with other NGOs and civil society organizations. The evaluation team analyzed the progress and performance of the individual Project components (detailed below) based on oral presentations prepared by Viva Rio programme coordinators, individual interviews and internal documentation. The evaluation team did not at any point delve into the financial aspects of the Project's management.

The evaluators and donors acknowledge the many excellent aspects of Viva Rio's work, widely reflected in other studies and evaluations. Yet as primary donors of Viva Rio, DFID and UNDP felt it important to conduct their own evaluation to ensure that funds are being used both effectively and efficiently. As such, the intention of this evaluation was to examine Viva Rio critically, to identify strengths and weaknesses with a view of highlighting operational and organisational aspects that the evaluators deemed in need of attention.

The report is divided into three sections.

Section 1 will examine the **progress and performance** of the seven components of the Security and Development Project as they appear in the log frame: Youth at Risk, Small Arms and Light Weapons Control (SALW), Security Sector Reform, Communication, Research, Training, Monitoring. Because of Viva Rio's attempt to integrate its eight main programmes², several programme activities may be developed under one component of the Project.

Section II will focus on some **key institutional issues**, namely Viva Rio's relationship with the **Government of Brazil** and with other **civil society organizations**. This section will highlight the **most frequently voiced concerns and critiques** regarding the nature of Viva Rio's relationship with these two groups of actors, and will analyze both their legitimacy and impact.

Section III will summarize **Viva Rio's strengths and weaknesses and offers recommendations** directed both to Viva Rio and donors.

² Community Development; Education; Children and Youth in Organized Armed Violence (COAV); Programa de Ações em Segurança Pública (PROASP); Arms Control, Conflict Mediation; International Center for Human Security; Communication.

Lessons learned: (please write information down to be copied to the ERC system – do not attach document)

The project BRA/03/033 - Human Security Partnerships with the Third Sector was funded by the UNDP Thematic Trust Fund for Crisis Prevention and Recovery. The financial support request was submitted directly by Viva Rio, the ONG responsible for executing the above mentioned project, to the TTF board, without articulation with the local UNDP office. This initial disarticulation has damaged the start of project implementation. Another negative element that was reflected on the evaluation was the complex relations between Viva Rio and the national institution responsible for the public security national policy in the country. As most of project activities were related to public security initiatives, this has created serious conflicts during project implementation. However, during the project implementation, the conflicts were partially dismissed and some important results were achieved.

Due to the complexity of the project, the evaluation by an external team, with the participation of an UNDP small arms expert, was very important to assess the results and barriers of this partnership and also to propose corrections for similar initiatives that could be taken in the future.