

# SMALL ARMS SURVEY

2019–23  
STRATEGY

FOR A WORLD  
WITHOUT ILLICIT  
ARMS AND  
ARMED VIOLENCE



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## Preface

This strategy aims to inform and guide the work of the Small Arms Survey during the period 2019–23. By setting out clear goals and anticipating the needs of its partners, including the environment within which these needs arise, the 2019–23 strategy seeks to confer tangible benefits on the Survey’s partners, donors, and other beneficiaries, as well as its staff and consultants.

Building on its previous (2014-18) strategy, the Survey, with support from an independent consultant, developed this document through a process of consultation involving its partners, donors, beneficiaries, and staff. The document—which takes effect 20 years after the Survey was founded, in 1999—sets out the Survey’s intended contribution, from 2019 to 2023, to global efforts to prevent and reduce illicit arms flows and armed violence in line with the Sustainable Development Goals (SDGs). In pursuit of this, the Survey will focus on three distinct, but related thematic areas:

- stocks and flows of weapons and ammunition;
- impacts of illicit arms and armed violence; and
- measures and programmes that promote security.

(See section 4 of this document for further detail).

The Survey will carry out its work in these thematic areas through a carefully-tailored mix of three core activities:

- generating policy-relevant knowledge, including impartial, expert analysis;
- developing authoritative resources and tools; and
- providing training and other services that build capacity and support implementers.

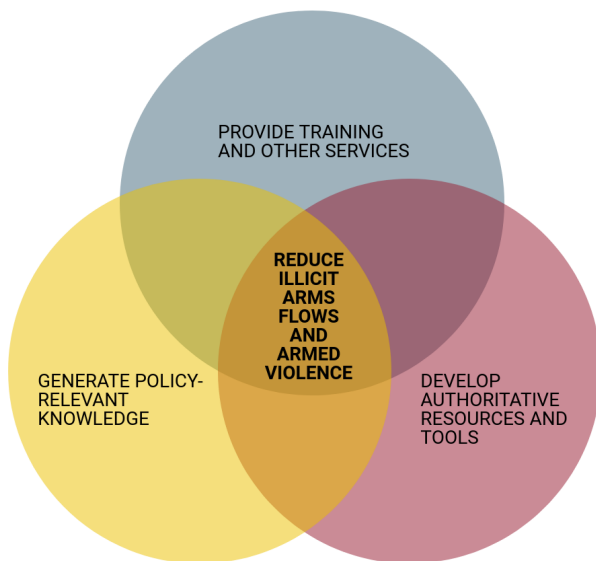


Figure 1: The Small Arms Survey’s core activities

The strategy also recognises the fundamental importance of gender mainstreaming, the need for organizational learning and improvement, and the role of the SDGs in establishing universally-agreed goals, targets, and indicators for arms and security. The strategy document sets out in operational detail how the Survey intends to achieve its goals, including the approach it plans to take to fundraising and, more broadly, the need to ensure the organization’s financial sustainability in response to an ever-changing funding landscape—while maintaining its long-established impartiality and independence. The document also emphasizes the continuing importance of strong partnerships to the Survey, both with organizations that develop policy, as well as those that implement it ‘on the ground’.

The 2019–23 strategy takes its ambitions seriously, emphasizing the Survey’s determination to ensure it can deliver a full range of relevant services, communicate effectively with a broad audience, and adapt quickly to the realities of a changing global environment, specifically by making optimal use of relevant project funding. In so doing, this five-year strategy will allow the Survey to meet the needs of its many stakeholders in tackling the arms and security challenges they face.

The following sections of this strategy document explain in greater detail how the Survey, in collaboration with its partners, donors, and other supporters and beneficiaries, will move towards its vision—in fact, the universally-shared vision—of a world without illicit arms and armed violence.

## 1. Context: the Small Arms Survey at 20

The Small Arms Survey was established in 1999 as a project of the Graduate Institute of International and Development Studies in Geneva. During its 20-year existence, drawing on the unique skills and expertise of its staff, the Survey has provided governments, practitioners, and other stakeholders with the knowledge, resources, and services, including advisory services, that have allowed them to address arms-related challenges, with a particular focus on small arms and light weapons.

Its work has covered issues extending from arms availability and access to the negative impacts of small arms proliferation and ammunition surpluses. Most importantly, the Survey has helped governments, other policy makers, and practitioners—including the UN and other organizations—develop and effectively implement measures and programmes that combat illicit arms, armed violence, and terrorism.

The Survey's engagement with arms control processes began in 2001, the year that the global framework on small arms control, the UN Small Arms Programme of Action (PoA), was adopted. It continued with research and advisory support to processes ranging from the negotiations on the International Tracing Instrument (ITI) (2005) and the Arms Trade Treaty (2013) to the development of SDG indicators (since 2015).

Throughout its 20 years of existence, the Survey has helped to keep issues related to small arms on the international agenda, even assisting in the expansion of the small arms agenda to encompass closely-related issues, such as sustainable development and gender. The Survey has also been instrumental in strengthening associated research and data collection methods, enhancing its quality—and policy-relevance—and contributing to the overall professionalization of the small arms field. Several key posts in the sector, including in government, are now in fact occupied by former Survey staff.

The Survey's strong track record and high credibility stem from its long-standing independence and commitment to impartial, accurate information and analysis. Its publications, databases, and capacity-building services are subject to strict quality checks to ensure their accuracy and impartiality.

The Survey focuses on responding to the needs of its stakeholders through the direct and indirect application of knowledge. During the period from 2019 to 2023, the Survey will pursue this work, including in the following areas: providing expert guidance and support; developing new implementation tools; supporting capacity development and training; and generating policy-relevant knowledge that is used to set international, regional, national, and local agendas. The Survey will also continue to monitor progress made towards the achievement of arms-related goals and provide the knowledge that policymakers, practitioners, civil society organizations, and other stakeholders need to effectively implement arms control measures, reduce violent deaths, counter illicit arms flows, limit the impacts of armed violence, and better document and understand conflict dynamics.

The international context within which the Survey operates has changed significantly in recent years. New international instruments have been agreed: the ATT, adopted in 2013, was followed by Agenda 2030 in 2015. Most recently, the UN Secretary General has set out

his vision for future arms control and armed violence prevention in his 2018 Agenda for Disarmament. These issues also feature prominently in the UN's Conflict Prevention and Sustaining Peace Agendas. Critically, in comparison with the situation 20 years ago, arms control and armed violence prevention are now seldom considered stand-alone issues, instead being ever more strongly tied to sustainable development, specifically through the SDGs; the need to counter and prevent violent extremism; and the importance of gender perspectives to measures and programmes that successfully tackle illicit arms and armed violence.

This broader, more complex environment presents something of a challenge to the international community during the coming years. But it also provides it with an opportunity to strengthen the results of its arms-related work.

The Survey is well placed to support these efforts through its continued provision of policy-relevant knowledge, authoritative resources, and capacity-building services targeting all levels (local, national, regional, and global), as well as its support for the development and implementation of key normative frameworks. These include, both the core arms control processes—such as the PoA, the ITI, the Group of Governmental Experts on Ammunition, the ATT, and the UN Firearms Protocol—and critical multisectoral initiatives relating to sustainable development (Agenda 2030), women, peace, and security, and counter-terrorism.

## 2. Key challenges

The Survey operates in a global environment that sees many serious challenges competing for attention—from illicit trafficking, organized crime, and armed violence, to faltering governance, including mass proliferation events. New challenges are also emerging, including converted firearms, improvised explosive devices, as well as weapons and trafficking methods that exploit the latest technologies. Agenda 2030 has grouped many of the relevant challenges within its comprehensive framework of goals, targets, and indicators. Some SDG targets—including the reduction of illicit arms flows (Target 16.4) the reduction of all forms of violence (Target 16.1), and the elimination of violence against women (Target 5.2)—closely track core Survey concerns. Yet, as the UN Secretary-General notes in his 2018 Agenda for Disarmament: ‘combatting the illicit trade in small arms and light weapons is necessary for the achievement of many goals, including those relating to peace [SDG 16], justice and strong institutions [SDG 16], poverty reduction [SDG 1], economic growth [SDG8], health [SDG3], gender equality [SDG 5], and safe cities and communities [SDG 11].’ The Survey has contributed, and will continue to contribute, to the achievement of the full range of goals and targets that affect human security and sustainable development worldwide.

### 3. Theory of change

The theory of change is

#### **Generate knowledge, develop resources, and provide services to catalyse and implement change**

This section maps out the pathways that will allow the Survey to strengthen the capacity of governments and practitioners to reduce illicit arms flows and armed violence.

The practical use of impartial, accurate information and analysis underpins the work of the Survey. In order to sustainably reduce illicit arms flows and armed violence, a long-term evidence base is required; unless evidence is continually acquired about what works and what does not work in strengthening human security, claims of success are not verifiable. Perceiving and measuring the change to people's lives that results from, for example, a new policy may take several years. Without an ongoing commitment to an evidence base, policy development and implementation are working in the dark.

The Survey's provision of policy-relevant knowledge on all aspects of small arms and armed violence constitutes the starting point for governments, practitioners, and other stakeholders to develop policies and programmes to stem illicit arms flows and armed violence.

In some cases, Survey partners are in a position to act directly on such knowledge, using it to formulate protocols, measures, and programmes without further involvement from the Survey. In other cases, this knowledge needs to take the form of tools or other resources that partners can more easily use. The uptake of the tools may in turn may require training, specific follow-up, or other support services from the Survey. The Survey is in fact often called upon to provide services—ranging from implementation guidance to the development of institutional capacity—that allow the partner to use relevant knowledge and tools to tackle its most pressing arms-related challenges.

Strengthening local capacity in the countries and regions most affected by illicit arms and armed violence cannot normally be achieved through limited short-term interventions; building long-term relationships and providing sustained support are often essential. The Survey's theory of change, based on extensive experience, recognizes this need to provide sustained support for the development and implementation of effective policy measures, while respecting partners' timeframes and other constraints. Not all interventions, however, are long-term; a good understanding of the specific context can also lead to effective short-term action that overcomes specific obstacles that are impeding progress. Contextual awareness and strong relationships with local partners drives effective action.

The threats that small arms pose to human security and sustainable development are often most acute in fragile settings, characterized by their complexity and their resistance to simple, 'one-size-fits-all' solutions. The Survey's theory of change, drawing on the specialized expertise the Survey has developed in this area, recognizes the need for more nuanced approaches in such complex environments. It acknowledges, not only the importance of relevant technical expertise, but also the importance of local relationships and the ability to fully engage with the specific social, political, and cultural aspects of the setting.



In order to move towards its vision of a world without illicit arms and armed violence, employing the theory of change presented above, during 2019–2023 the Small Arms Survey will focus its work on two major strategic goals and a subset of subsidiary goals (see section 5 of this document).

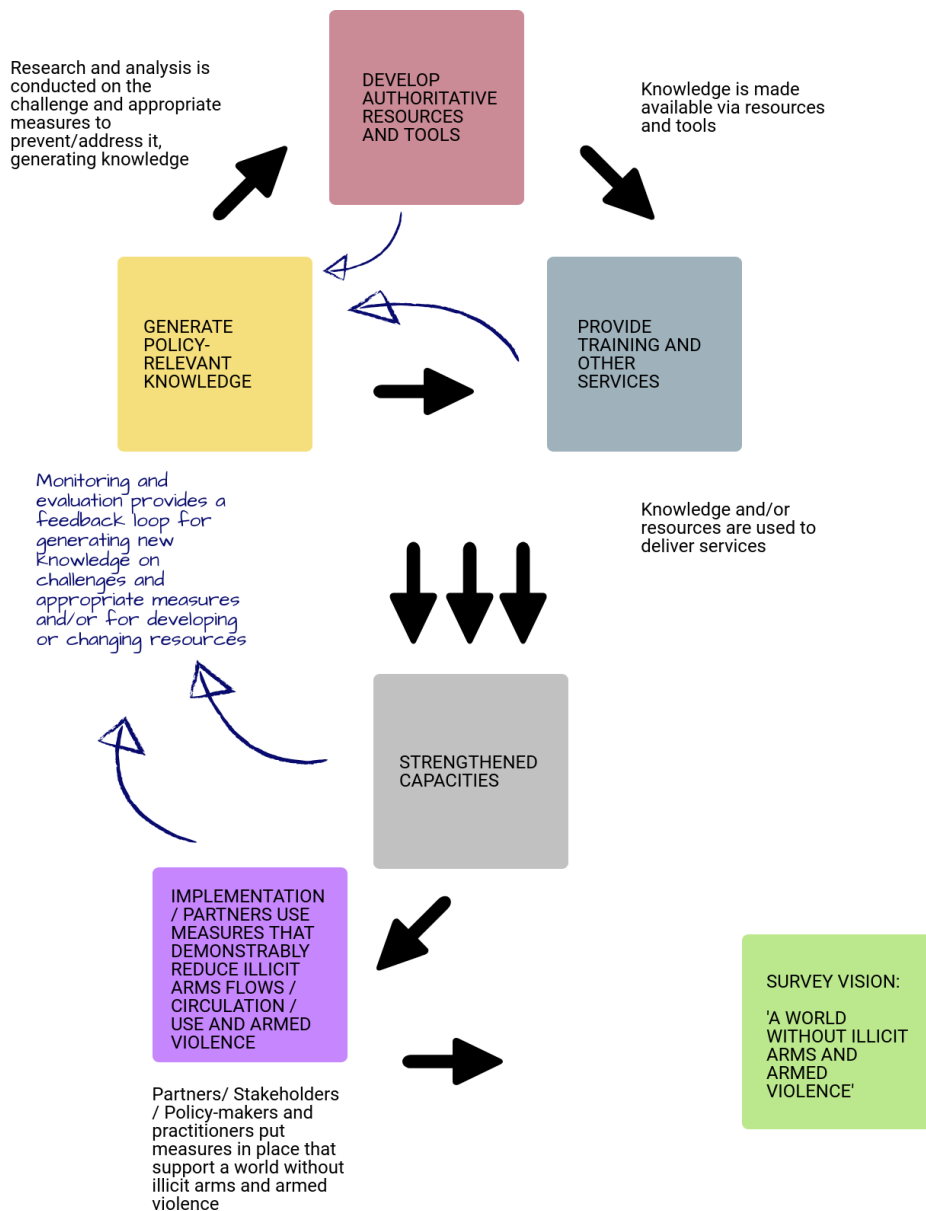


Figure 2: The pathways leading from the Survey's core activities to the realization of its objectives and goals

## 4. Strategy

The following graphic shows the eight strategic themes (areas of work) that underpin the Survey’s strategy, both substantive (the three pillars) and transversal (the five horizontal rectangles).

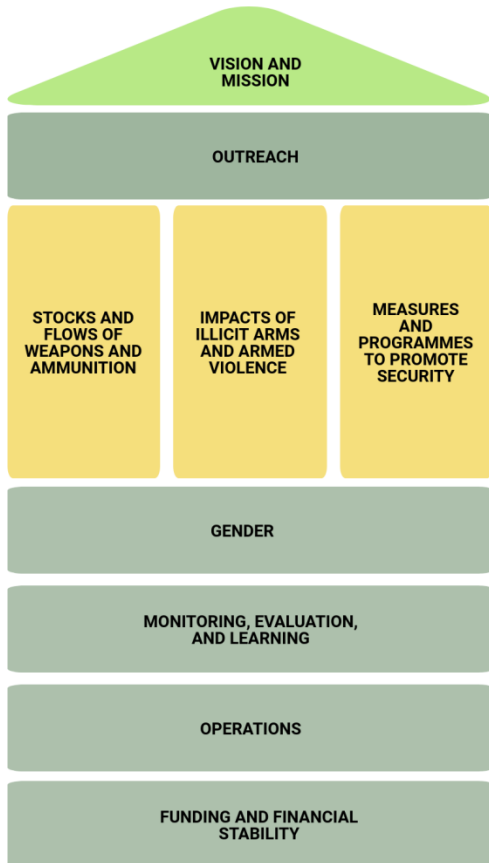


Figure 3: The strategic themes

### 4.1 Vision and Mission

#### Vision

The vision of the Small Arms Survey is a world without illicit arms and armed violence.

#### Mission

The Small Arms Survey strengthens the capacity of governments and practitioners to reduce illicit arms flows and armed violence through three mutually reinforcing work streams: the generation of policy-relevant knowledge, the development of authoritative resources and tools, and the provision of training and other services.

## 4.2 Strategic themes

### Stocks and flows of weapons and ammunition

Under Target 16.4 of the Agenda 2030, states have undertaken ‘By 2030, [to] significantly reduce illicit . . . arms flows’, thus acknowledging that illicit weapons represent an obstacle to development. Illicit arms flows include diverted international transfers, the theft or loss of weapons held by civilians or state security services, illicit production, illicit conversion of blank-firing small arms, and the recirculation and trafficking of already illicit weapons. Inadequate stockpile management increases the risk of diversion of arms and ammunition from legal to illicit markets, and of unplanned explosions at munitions sites. Non-state armed groups repurpose light weapons ammunition as improvised explosive devices, threatening civilians and national armed forces alike. Illicit arms flows occur in all parts of the planet, fuel civil wars and regional conflicts, and stock the arsenals of terrorist and criminal organizations, drug cartels, and other armed groups.

In its Strategy 2019-2023, the Survey is building on more than two decades of experience in monitoring arms flows and stocks. The Survey uses a multidisciplinary approach to documenting the illicit flows of arms and ammunition in all their complexity. This includes analysing in detail and tracing the weapons that are seized by authorities, and gathering other data in the field such as the prices for firearms and ammunition sold at illicit markets, a wide range of statistics on firearm crime, and undertaking household surveys on perceptions of security and firearms. All of these actions provide strategic and actionable information that can be used to tackle emerging flows. This work helps build knowledge on the main points of diversion through which legal weapons become illicit, and identify sources of illicit small arms, such as unlicensed craft production and illegal conversion. At the global level, these efforts contribute to efforts to measure progress towards SDG Target 16.4.

### Impacts of illicit arms and armed violence

Approximately 560,000 people around the world met violent deaths in 2016. More than two thirds of these—385,000—were the victims of intentional homicides. Thirty-eight per cent of all victims of lethal violence in 2016 were killed by firearms. The consequences are devastating for communities in violence-affected countries, where homicide rates are sometimes on a par with, or even higher than, conflict settings. There is a growing desire to identify strategies to effectively address and prevent this violence. One response is the international community’s commitment to the SDGs, which aim at a reduction of both illicit arms flows (Target 16.4) and violent death rates (Target 16.1). At the national level, states confront the challenge of translating these commitments into practical policies and programmes that prevent crime and curb armed violence. Measuring the change produced by these policies requires baseline data and continued monitoring to track new developments.

The generation and sharing of knowledge on the impacts of armed violence requires the application of multidisciplinary tools that draw on public health, security, development, criminal justice, gender, and human rights approaches. The Survey will continue to develop and apply its unique expertise in this area. Whether disclosing the full impact of non-lethal

violence on societies or detailing the specific harm caused by poorly managed stockpiles, the Survey, in partnership with affected communities, will continue to strengthen understanding of—and capacity to measure—the direct and indirect impacts of illicit arms flows and armed violence, including indirect deaths.

### **Measures and programmes that promote security**

Two decades after the first instruments were adopted—first at the regional level, then at the global one—the normative framework for conventional arms control is now quite substantial. Practical measures aimed at curbing small arms proliferation and misuse have been embodied in a range of multilateral instruments, including, at the global level, the PoA, the ITI, the ATT, and the UN Firearms Protocol. The PoA's Third Review Conference, held in June 2018, established a wide range of priorities for the 2018-24 period, with particular emphasis on preventing the diversion of weapons and ammunition and, above all, the need for the effective implementation of existing commitments. As reflected in the Review Conference outcome, this includes: harnessing operational synergies between the UN small arms process and complementary processes, such as Agenda 2030 and global counter-terrorism strategies; addressing the challenges certain new technologies pose to implementation; and mainstreaming gender into small arms-related policies and programmes.

The Small Arms Survey is uniquely placed to support worldwide efforts to reduce illicit arms flows and armed violence over the coming years. From its inception, the Survey has guided the development of small arms measures and programmes through the provision of innovative research and hands-on expertise. Throughout the Survey's history, it has also looked beyond the generation of new knowledge to the application of such knowledge in concrete policies and programmes—drawing on its wide range of governmental and non-governmental partnerships to develop operational standards, identify implementation gaps and synergies, and transmit specific expertise for strengthened small-arms-control capacity. The key challenge, indeed imperative, for the Survey, and for the international community, over the coming years is to accelerate this work in sustainably reducing illicit arms flows and armed violence.

### **Gender**

Illicit arms, armed violence, and the policies and programmes that address them have important gender dynamics. Women, girls, boys, and men face different arms-related safety and security risks, and enjoy different levels of access to security-promotion measures and programmes. The past decade has seen the convergence of the policy instruments governing international arms control, the women, peace, and security (WPS) agenda, and Agenda 2030. While policymakers increasingly acknowledge the need to incorporate gender in the design and implementation of arms control interventions, numerous obstacles impede progress in this area. They include: unequal participation and representation in arms control processes; the superficial integration of gender perspectives in practical programming; and poor understanding of the relevance of gender to arms control policies and programmes. One type of gender-based discrimination that fuels insecurity in many societies is the

acceptance and promotion of masculine identities that stress the value of weapons ownership and use.

With its established interdisciplinary expertise and experience, the Survey is uniquely positioned to contribute to the integration of gender perspectives into arms control over the next five years. Survey plans for gender-related work have several aspects. First, the Survey will strengthen its work on gender mainstreaming, generating knowledge that policymakers and practitioners can use to move from a rhetorical acceptance of gender to its meaningful inclusion in arms control policy and practice. Secondly, the Survey will develop new tools and resources to promote a better understanding of gender as it relates to illicit arms and armed violence. The Survey also intends to strengthen its work on gender-related capacity-building and training. For these purposes, the Survey will continue to develop innovative research methods and partnerships, provide expert guidance to policymakers and project implementers, and help promote the rigorous evaluation of small arms programming impacts, specifically as they concern gender—including for the Survey's own work.

## Outreach

Information needs to reach the right people in the right format in order to have an impact. The Small Arms Survey will continue, and further expand, its efforts to disseminate its publications and other outputs to a wide range of potential target audiences—including policy-makers, programme implementers, and experts, as well as news media and the broader public. The Survey helps policy-makers take informed decisions, conduct risk analyses, and set agendas. It also reaches others, including the general public, who can be actors of tangible change, both directly and indirectly. In approaching this diverse audience, the Survey aims to present knowledge and analysis in a form that can be easily assimilated and used. Carving out space for evidence-based, impartial information on small arms and armed violence in an environment of numerous and varied voices—where more attention is often paid to rhetoric or opinion, as opposed to fact—is both challenging and indispensable.

In 2019–2023, the Survey will improve its outreach in order to better connect with different readers, and ensure that its products are accessible and respond to the needs of its target audiences. To stay abreast of ever-changing communication dynamics, the Survey will emphasize its digital presence, moving towards online content that can be updated quickly. The first step will be a new website—adapted to current technological standards and user needs, complemented by an increased social media presence. The Survey will continue to produce reports, briefing papers, and other publications, made accessible through various channels, including printed versions and online platforms—putting additional emphasis on the distillation of key information in the form of concise videos, visuals, podcasts, and other audio outputs in order to draw in new audiences and further pique journalist interest in the Survey's work.

## **Monitoring, evaluation, and learning**

The Survey will mainstream monitoring, evaluation, and learning (MEL) in its work in order to ensure that expected results are delivered and independently assessed, and that it learns how to improve its performance. Critical to MEL is the ability to identify success and distinguish it from failure in order to systematically reinforce success. The structured and systematic learning from experience underpins continual improvement in all aspects of programme and project design. Improvement is demonstrated by comparing baseline information available at the start of an intervention and the measurement of results following its completion.

Multiple constraints, including the Survey's frequent exposure to very complex environments, makes monitoring the impact of Survey work challenging. Assistance provided by the Survey, such as the provision of support for policy development, typically occurs in complex, politically-sensitive settings, and involves multiple actors and interventions subject to influences that the Survey seldom controls. While such work can take years to yield tangible benefits, it remains essential to the long-term reductions in illicit arms flows and armed violence that the international community has resolved to achieve. MEL will be a priority for the Survey in 2019–23, enabling it to effectively monitor and evaluate the results of its projects, over the short-, medium-, and long-term, and undertake the process of continual learning and improvement that is fundamental to both MEL and to the realization of the Survey's strategic goals.

## **Strengthening the Survey's operations**

Over the past five years, the Survey has largely completed its transformation from an organization predominantly focused on research to one that, while continuing to generate policy-relevant knowledge, works with a wide range of partners to implement specific projects, provide tailored expertise and training, and build capacity for effective action on illicit arms and armed violence. In successfully embracing these changes, the Survey has proven its ability and resolve to work in complex, dynamic environments.

In 2019–23, the Survey will continue to optimize its operations by emphasizing quality, effectiveness, and efficiency in its work and ensuring that it is ready to respond to the needs of all of its donors, delivering the results they expect. Specific objectives in this regard include further streamlining organizational structures and processes and applying quality assurance best practice to all aspects of Survey work. In order to achieve these objectives, the Survey will provide relevant training and administrative support for project managers, strengthen internal systems for allocating and recording assets dedicated to project development and implementation, and ensure the regular mentoring and professional development of its staff. And it will continue to strengthen its gender responsiveness, ensuring a non-discriminatory workplace, supporting staff who work for the Survey in environments where discrimination is still accepted; and mainstreaming gender in all aspects of project design and implementation.

Partnerships will be key to the implementation of the 2019–23 strategy. The ability to form strategic partnerships with donors, implementing partners, and policy makers is one of the Survey's core competencies and instrumental to its ability to work in complex, often

politically-sensitive environments. To better support its work with partners in different regions, the survey counts on a network that includes two offices, one in Washington, DC and one in Nairobi, Kenya. The latter has been recently established and will allow for strengthened cooperation in the African continent.

### **Funding and financial sustainability**

The Survey continues to receive most of its financial support from governments, supplemented by the EU and the UN. The Survey's operating budget averaged CHF 5-6 million per year during the period covered by the previous strategy and is expected to continue at least at the same level, if not increase.

The long-term shift away from core (unrestricted) funding towards project-specific funding has intensified in recent years. These changes affect all organizations and are accompanied by a renewed emphasis on cost-effectiveness. As described above, this has led the Survey to strengthen the efficiency and effectiveness of its operations, and to complement projects based on the generation of new knowledge, focused on arms control, with projects that address broader socio-economic issues, including migration, violent extremism, and terrorism, in line with societal changes. The Survey is also conscious of the need to supplement its established sources of funding, such as government arms control departments, with new sources, reflecting new donor priorities—above all the need to link arms control to sustainable development, as reflected in Agenda 2030.

With the support of its donors, the Survey seeks to enhance its capacity to operate in complex environments and take on the full range of projects that tackle, directly or indirectly, arms-related insecurity. Many donors have expressed a willingness to review long-standing financial arrangements to this end. During 2019–23, the Survey will strengthen its dialogue with its long-standing supporters in order to ensure that it can fully support their efforts to reduce illicit arms flows and armed violence in line with the SDGs.

Finally, the Survey will continue to draw strength from Geneva and its diplomatic community, an important policy hub for core Survey themes, including arms control and disarmament, peacebuilding, public health, human rights, and humanitarian action. The Maison de la Paix offers the Survey an ideal platform to bring different communities together on questions relating to peace, security, and development, including for the exchange of relevant expertise and knowledge. The Survey's links to the Graduate Institute of International and Development Studies are also of key importance as they provide the Survey, not merely with its legal identity, but with its focus on evidence-based policy.

### 4.3 Supporting Survey work with impartial evidence

The Survey's widely-used and globally referenced databases will be maintained and updated throughout the five-year strategy period. They will underpin much of the Survey's work: building Survey knowledge and analysis; supporting the development of tools and training; providing evidence for arms-related policies and measures; and offering decision makers, multilateral organizations, and other stakeholders accurate, up-to-date, and impartial information that they can use in their work.

Database	Start of data	Contents
Global Firearms Holdings	2007	Firearms holdings by civilians, law enforcement agencies, and military forces from more than 200 countries and territories.
Global Violent Deaths	2004	Comprehensive coverage of homicides, direct conflict deaths, and other violent deaths from 223 countries and territories. Where available, data is disaggregated by sex and by the use of firearms.
Peace Operations Data Set	1990	Loss of lethal materiel from peace operations - thousands of small arms and light weapons, and millions of rounds of ammunition.
Small Arms Trade Transparency Barometer	2001	Data on the transparency of top and major small arms exporters on an annual basis.
Unplanned Explosions at Munitions Sites	1979	Data on more than 500 unplanned explosions of stockpiles of ammunition and explosives at storage sites throughout the world

Table 1: The five databases maintained by the Small Arms Survey

### 4.4 Implementation

This strategy will be implemented through annual work plans, linking the Survey's core activities to the realization of its objectives and goals.

Progress will be documented through regular reporting (Annual reports and ad hoc reports tailored to specific donors). Implementation will be monitored and the interim results reviewed around the mid-point of the strategy period.



## 5. Strategic goals

### Goal 1

The Survey will catalyse and strengthen interventions that significantly reduce illicit arms flows and armed violence.

Strategic themes	Subsidiary Goals
<b>A) Stocks and flows of weapons and ammunition (where weapons and ammunition are; who has them; how and where they move)</b>	1.A.1 Stakeholders have a good understanding of weapons and ammunition stocks and flows around the world (legal and illicit), including illicit arms flow patterns and processes.
	1.A.2 Stakeholders are able to measure and monitor reductions in illicit arms flows in line with SDG Target 16.4.
<b>B) Impacts of illicit arms and armed violence (the results of small arms use, in particular misuse, both direct and indirect)</b>	1.B.1 Stakeholders have a good understanding of the direct and indirect impacts of illicit arms flows and armed violence at all levels (local to global).
	1.B.2 Stakeholders are able to measure and monitor the impacts of illicit arms flows and armed violence, as well as reductions in armed violence in line with SDG Target 16.1.
<b>C) Measures and programmes to promote security (rules, plans, and concrete action aimed at promoting security)</b>	1.C.1 Stakeholders identify the need for, develop, and effectively implement measures and programmes that significantly reduce illicit arms flows and armed violence at all levels (local to global).
	1.C.2 Stakeholders are able to monitor and evaluate the implementation and impacts of measures and programmes aimed at reducing illicit arms flows and armed violence.
<b>D) Gender (the gendered aspects of small arms and armed violence)</b>	1.D.1 Stakeholders have a good understanding of the gendered aspects of small arms and armed violence and are able to mainstream gender in arms-related measures and programmes, as well as evaluate their implementation and impacts.
	1.D.2 The Small Arms Survey will ensure gender diversity, and other forms of diversity, in its work.

**Goal 2**

The Survey will enhance its capacity to catalyse and strengthen interventions that significantly reduce illicit arms flows and armed violence.

Strategic Themes	Subsidiary Goals
<p><b>A) Outreach</b></p>	<p>2.A.1 The Survey ensures that target audiences can easily access and use the knowledge, resources, and services it produces.</p>
	<p>2.A.2 The Survey effectively monitors the use of its outputs, in particular the extent to which they are used to reduce illicit arms flows and armed violence.</p>
	<p>2.A.3 The Survey maintains and strengthens its reputation and relationships.</p>
	<p>2.A.4 The Survey consolidates and strengthens its network of partnerships.</p>
<p><b>B) Survey operations</b></p>	<p>2.B.1 The Survey conducts its work in an effective, efficient, and timely manner, consistent with available resources and donor requirements.</p>
<p><b>C) Funding and financial sustainability</b></p>	<p>2.C.1 The Survey identifies, obtains, and retains the resources needed to sustain its work.</p>
<p><b>D) Monitoring, evaluation, and learning (MEL)</b></p>	<p>2.D.1 The Survey strengthens its capacity for continual improvement by applying monitoring, evaluation, and learning (MEL).</p>

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