



GLOBAL CHEMICAL SECURITY EFFECTIVENESS STUDY

FINAL REPORT

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Executive Summary

A coordinated and focused assessment mechanism is essential to measure and monitor program performance, make programmatic decisions, document program impact, identify best practices and lessons learned, provide inputs for policy, support program planning, and assist in accountability. The Chemical Security Program (CSP) pursues challenging program goals and therefore requires a carefully designed assessment framework to measure program effectiveness. However, the qualitative nature of CSP engagements makes formal qualitative assessment difficult. In its assessments, CSP relies on feedback from implementers and CSP staff involved with the host nation officials and assistance participants. These assessments are useful but are limited because they are not linked to a formal process. The Department of State tasked ANSER with establishing such a formal process.

The Department of State's CSP partners with government, industry, and academic communities across Africa, the Middle East, and Asia to strengthen global chemical security. In pursuit of this mission, the program sponsors projects to address chemical security vulnerabilities, secure the chemical supply chain, and strengthen critical partnerships. In February 2016, CSP contracted ANSER to help assess the program's effectiveness. In initial meetings, CSP staff identified additional objectives for the assessment. In particular, CSP asked ANSER to:

- Establish baselines in the three countries to be studied.
- Provide guidance on measuring effectiveness of fluid and intangible efforts.
- Develop a framework that could enable more strategic decision making.

Using the three strategic goals identified in the *CSP Fiscal Year 2016 Program Plan* as a guide, ANSER developed supporting objectives and created a methodology for measuring program effectiveness. ANSER chose a mixed-methods approach to elicit complementary qualitative and quantitative data sets. Analysts created an open-ended interview and an online survey instrument to measure the level of competency achieved in support of each program objective. *Awareness* of the subject is the lowest level of competency, followed by *Beginning to Implement*, *Partial Adoption*, and *Full Adoption* of best practices. A select few objectives have an additional competency level of *Advanced Adoption*.

Key Programmatic Findings

While country-level outcomes vary, ANSER identified key program-level findings for each of the three goals and identified achievements and areas of concern for CSP as a whole.

Goal 1: Strengthen the ability of partner governments to disrupt imminent chemical attacks.

Engagements have achieved the ability for law enforcement to disrupt imminent chemical attacks. Efforts to achieve *Adoption* (both partial and full) of Objective 1.1 (National government and law enforcement perform threat assessments to predict and prevent chemical attacks) and Objective 1.5 (Law enforcement establishes and maintains positive and constructive liaison relationships with U.S. FBI WMD Coordinators in their respective region) must continue to be pursued, but the overall trend supports achievement of Goal 1. However, these results are not conclusive, because the analysis relied solely on data collected from qualitative interviews. Quantitative data were not available, because survey respondents did not self-identify as law enforcement personnel. Changes to survey design and occupational identification prompts may improve quantitative data collection from law enforcement personnel.

Goal 2: Secure chemical-weapons-related assets throughout the chemical supply chain.

Engagements have achieved *Awareness* of chemical security concerns, and there is strong support to indicate facilities are *Beginning to Implement* best practices within this goal. While a majority of objectives have been achieved at *Partial Adoption*, none have been achieved for *Full Adoption*. In other words, more advanced practices have not been adopted, while basic practices have been adopted.

Goal 3: Prevent chemical attacks by promoting awareness of chemical threats and adoption of threat-mitigation-related best practices.

Three of the four Goal 3 objectives have been achieved. Of the three objectives, only the objective dealing with participation in professional societies has not been achieved (Objective 3.4). Goal 3 is not analyzed by competency level, since the question itself indicates a level of competency.

Recommendations

Long Term

1. **Develop performance indicators for CSP engagements that are specific, measurable, and outcome-oriented** by creating consistent baseline metrics for all engagement countries.
2. **Increase the size of CSP engagements** by exploring new ways of engaging participants.
3. **Formalize the train-the-trainer model** by creating repeatable and sustainable trainings, allowing highly motivated individuals who are already creating their own to make modifications while retaining the original content.

4. **Adopt a broader-scale participant selection process** by contacting interviewees based on interests, connections, and positions that involve chemical security.

Short Term

1. **Focus trainings on adoption of best practices.**
2. **Implement a CSP-wide post-engagement communication plan** to assess individual trainings and trainers.
3. **Increase response rates** by informing advising participants to expect post-engagement e-mail solicitations.
4. **Create a function within the online survey that allows respondents to isolate their professional background.**

