3.50 Monitoring and Evaluation of DDR

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Summary

This module provides DDR practitioners with guidance on the principles and approaches to designing and implementing monitoring and evaluation (M&E) for DDR processes.

Like DDR itself, monitoring of DDR processes may be conducted in complex and potentially risky environments. Consequently, M&E must be planned in a manner that takes due consideration of the complex, fluid and unstable aspects of the environment in which DDR is implemented and the potentially diverse needs of DDR stakeholders.

DDR M&E is integral to successful planning, implementation and learning. Since DDR constitutes a multidimensional process that involves numerous national and international actors, having clear M&E frameworks facilitates coordination as well as complementarity across interventions. By effectively tracking progress, DDR practitioners are able to properly transition between DDR activities. M&E is central to ensuring the effectiveness and efficiency of DDR and providing accountability for all stakeholders. Appropriate investment in M&E from the planning stage onward will contribute to effective and efficient implementation, reassurance of national stakeholders and donors, among others, and the capture of evidenced-based learning to improve the design of future DDR processes.

Gender-responsive M&E is necessary to assess if DDR programmes are meeting the needs of men and women and to examine the gendered impact of DDR. Often the gender dimensions of DDR are not monitored and evaluated effectively, partly because of poorly allocated resources, and partly because there is a shortage of evaluators who are aware of gender issues and have the skills to include gender in their evaluation practices. Additionally, given the high disability prevalence among DDR beneficiaries, DDR M&E must consider their specific vulnerabilities and the ability of the DDR program to harness their capacities and support their successful reintegration.

DDR monitoring is an ongoing process within the project or programme cycle that utilizes the systematic collection and analysis of data on indicators that are mostly pre-defined in the relevant results framework. It aims to provide DDR practitioners and stakeholders with data and analysis on the interventions delivered by a variety of stakeholders, including Government and implementing partners.

DDR evaluation is the systematic and objective assessment of DDR processes at specific points in time with the aim of determining the relevance and achievement of results as well as efficiency, effectiveness, impact, coordination, coherence and sustainability. The objective of any evaluation should be agreed among stakeholders in advance of commissioning or designing terms of reference to conduct the evaluation. Evaluations of DDR processes shall have a clear purpose, a strategic value and a learning function, and shall be utilized.

DDR M&E can be any of a variety of approaches or combination of methods. However, fundamentally, M&E shall be both planned and budgeted for in the design phase of the DDR process. This is important to ensure that there are sufficient financial and other resources allocated to all aspects of M&E, including the design and collection of baseline data and dissemination of results and analysis.

1. Module scope and objectives

The aim of this module is to provide DDR practitioners with:

- An overview of M&E for DDR processes and the distinction between monitoring and evaluation;
- Guidance regarding the principles that shall inform the design and implementation of M&E of DDR processes;
- Guidance regarding implementing M&E in complex contexts, including mission and non-mission settings;
- Guidance regarding ensuring M&E takes into consideration gender, age and ability;
- Guidance on ensuring the institutional understanding and structures necessary to take full advantage of the information contained in M&E of DDR; and
- Guidance on managing M&E of DDR.

2. Terms, definitions and abbreviations

Annex A contains a list of the abbreviations used in this standard. A complete glossary of all the terms, definitions and abbreviations used in the series of integrated DDR standards (IDDRS) is given in IDDRS 1.20. In the IDDRS series, the words 'shall', 'should', 'may', 'can' and 'must' are used to indicate the intended degree of compliance with the standards laid down. This use is consistent with the language used in the International Organization for Standardization (ISO) standards and guidelines:

a. 'shall' is used to indicate requirements, methods or specifications that are to be applied in order to conform to the standard;
b. 'should' is used to indicate the preferred requirements, methods or specifications;
c. 'may' is used to indicate a possible method or course of action;
d. 'can' is used to indicate a possibility and capability;
e. 'must' is used to indicate an external constraint or obligation.

Participants are all persons who receive direct assistance through the DDR process, including ex-combatants and people associated with armed forces and groups, and others identified during negotiations of the policy framework and planning for a UN-supported DDR process.

Beneficiaries are both individuals and groups who receive indirect benefits through a UN-supported DDR process. This includes communities in which DDR process participants resettle, businesses where ex-combatants work as part of the DDR programme, etc.

DDR evaluation is the systematic and objective assessment at specific points in time of an ongoing or completed DDR process or policy, its design, implementation and results. The aim of DDR evaluation is to determine the relevance and fulfilment of objectives as well as efficiency, effectiveness, impact and sustainability. A DDR evaluation shall provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of stakeholders. Also, DDR evaluations may include the determination of the worth or significance of a process, activity or policy, via an assessment that is as systematic and objective as possible, of a planned, ongoing or completed DDR process. The type and scope of evaluation will depend on the DDR measures carried out in a given context. Evaluations may be ex ante (before the implementation phase), ex post (after completion) and during implementation (usually a periodic review or mid-term evaluation). They may be formative (during implementation) or summative (after completion). Formative evaluations are intended to inform ongoing activities and support improvement and/or adjustment to meet the defined objectives. Summative evaluations are intended to support accountability and learning.

DDR monitoring is a continuous function that uses systematic collection and analysis of data on specified indicators to provide DDR practitioners and the relevant stakeholders in DDR (including conflict-affected communities) with information on the extent of progress regarding the DDR process and whether objectives are being achieved using allocated funds, and to support decision-making.

Evaluability in DDR is the extent to which a DDR process can be evaluated in a reliable, credible fashion. Evaluability assessments call for the early review of a proposed activity or programme to ascertain whether its objectives are adequately defined and its results verifiable.

Indicators are metrics – qualitative or quantitative – that provide information to monitor performance, measure achievements and determine accountability. Every indicator shall have an indicator baseline and an indicator target. Most DDR indicators should have a baseline defined during the planning stage (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures and IDDRS 3.11 on Integrated Assessments for DDR). All indicators should have clear and realistic targets, which are the expected measurements of the indicators at a certain point in the future. Because of the unstable environment in which DDR is implemented, indicator targets may only be estimated and may need to be adjusted according to operational challenges and field dynamics. For instance, the inclusion of new armed groups in a peace process or the significant deterioration of security conditions may require the revision of expected targets. Indicators may be quantitative (numerical, units, proportions, rates of change) or qualitative (statements, words, case studies). In some cases, indicators can include images such as photographs of locations before and after construction activities. Quantitative data is usually obtained through direct observation, assessment or measurement. Typically, it is less subjective and more credible than qualitative data. Qualitative data is usually obtained through interviews and focus groups. A key to sound M&E is combining different types of data and mixing methodologies.

Impact in DDR is the positive or negative, primary or secondary effects produced by a DDR process, directly or indirectly, intended or unintended. Impacts lie beyond immediate outcomes or spheres of intervention and can have wide-ranging ripple effects, including on the likelihood of conflict resumption.

Implementing partners are organizations or institutions that are engaged in delivering aspects of DDR processes. They may include governmental organizations, non-governmental organizations, international non-governmental organizations, community-based organizations, or educational and training institutions, or communities. Implementing partners work in line with the institutional arrangements in DDR strategies and frameworks and in support of the larger goals and objectives of DDR as prescribed in the DDR strategy.

Inputs in DDR are the financial, human and material resources used for a DDR process. They may be wide-ranging and include contributions from conflict-affected communities, particularly in community-based reintegration processes.

Lessons learned in DDR are generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations. Monitoring can contribute to lessons learned. Frequently, lessons learned highlight strengths or weaknesses in preparation, design and implementation that affect the performance, outcome and impact of a DDR process. They are usually shared and are meant to enrich the practice of future DDR processes.

Outcome in DDR is the likely or achieved short- to medium-term effect of the output of a DDR process. It may include the degree to which DDR contributes to the objectives of broader security, development and cooperation frameworks. Examples include the percentage of ex-combatants reintegrated into civilian life, improvement in security conditions in hotspot areas, and a perceived reduction in the recruitment of at-risk youth.

Outputs in DDR are the products, goods, services which result from a DDR process. Examples include the number of national DDR commission staff trained, equipped and operational, and the number of ex-combatants supported through training, psychosocial counselling and medication at the community level. Other examples include the number of DDR participants and beneficiaries disarmed, the number of community-based projects completed, and the proportion of communities that finished a participatory planning process.

Theory of change in DDR is the model that establishes the intended impact and outcome of a DDR process and the steps between the DDR activities, outcomes and impacts. It documents the assumptions about how the DDR activities are expected to work and be impactful. The theory of change in a DDR process should guide the design of the evaluation of that DDR process. Theories of change may propose a results chain from activities to outcomes, and/or they may combine this with descriptions of mechanisms and contexts that with the DDR process may generate different outcomes.

Results framework/logical framework is an explicit articulation (graphic display, matrix or summary) of the different levels, or chains, of results expected from a DDR process. The results specified typically comprise the impact, outcomes, intermediate outcomes and outputs that precede, and lead to, those desired longer-term objectives.

3. Introduction

DDR processes are multidimensional and complex, with political, military, security, humanitarian and socioeconomic dimensions. They involve numerous national and international actors in the various stages of planning, implementation and M&E. DDR processes require integrated planning, effective coordination and coherent, integrated M&E.

To identify what information is required, DDR practitioners should consider the anticipated results, the data needed to monitor implementation and results, the information needs of DDR stakeholders, and the degree to which DDR interfaces with and influences other conflict recovery, peacebuilding and development strategies and frameworks. There shall be careful prioritization of areas for M&E to ensure the best use of available resources.

DDR M&E is integral to successful planning and implementation. Having a clear M&E framework facilitates coordination as well as complementarity across interventions. It is central to ensuring the relevance, effectiveness and efficiency of DDR and providing accountability, transparency and learning for all stakeholders. Appropriate investment in M&E at the planning stage (see IDDRS 3.10 on Integrated DDR

> Having a clear M&E framework facilitates coordination as well as complementarity across interventions.

Planning: Processes and Structures) onward will contribute to effective and efficient implementation, reassurance of national stakeholders and donors, and the capture of learning to improve the design of future DDR processes. DDR M&E should be budgeted for, and adequate capacity should be factored into staffing and personnel planning (see IDDRS 3.42 on DDR Personnel and Staffing Capacities).

Monitoring and evaluating DDR should support accountability in DDR processes. Assumptions and risks should be taken into account in DDR M&E.

Some questions that may help guide DDR practitioners are:

- What information do DDR practitioners need regularly to manage the process effectively?
- What information do the national DDR institution and other Government ministries or bodies need to oversee the implementation of the DDR process?
- What information do those involved in public information and strategic communication on DDR require (see IDDRS 4.60 on Public Information and Strategic Communication in Support of DDR)?
- What information do donors require to monitor implementation, results and the efficient use of their funds?
- What type of information is required to assess social changes as well as the overall impact of the DDR process?
- What are the needs of communities, and how can they be met?
- What are the needs of DDR participants and beneficiaries, and how can they be met?
- What information is useful to track the fulfilment of DDR provisions in peace agreements (if these exist)?

M&E supports effective DDR processes by ensuring accountability, assisting DDR practitioners to better understand impact and interrogate the social change models behind a DDR process and the assumptions therein.

Throughout design and implementation, DDR M&E should be aligned with the guidance in the UN Secretary-General's Data Strategy. Evaluations should follow the Organisation for Economic Co-operation and Development's Developmental Assistance Committee (DAC) criteria and the UN Evaluation Group's norms and standards, including on mainstreaming gender and human rights, as well as adopting a conflict-sensitive, do-no-harm approach. The design should be flexible, innovative and rigorous enough to support decision-making and policy advice, data access and sharing, improved data governance and collaboration, robust data protection and privacy, enhanced efficiency, greater transparency and accountability, and better services for the participants and beneficiaries of DDR.

DDR M&E shall ensure that data is collected and shared in a manner that is both conflict sensitive and mindful of DDR's objectives to produce improved outcomes at the national and sub-national levels and in the communities targeted by DDR. While being conflict sensitive and respecting the privacy and security concerns of DDR participants and beneficiaries, UN partners should promote integrated M&E data sharing across the relevant UN entities and with national institutions. Every effort should be made to design M&E in a way that supports the development of M&E capacity in national DDR institutions or line ministries with responsibility for DDR.

> M&E supports effective DDR processes by ensuring accountability, assisting DDR practitioners to better understand impact and interrogate the social change models behind a DDR process and the assumptions therein.

As per the 2030 Agenda for Sustainable Development, all data for M&E of DDR processes shall be capable of being comprehensively disaggregated to allow for special attention to groups that historically have been less visible in quantitative and qualitative data. These include ethnic minorities; persons with disabilities; and women and youth as well as children, boys and girls below 18 years of age associated with armed forces and groups. Consequently, all data collection and data collection frameworks including baselines, monitoring results frameworks and evaluations should have tailored data disaggregation along these lines.

An integrated approach is vital to ensure that all those involved work in synergy towards the same objectives and avoid duplication of effort. Integrated DDR is framed under the sustaining peace approach and addresses the entire peace continuum, from prevention, to conflict resolution and peacekeeping, to peacebuilding and development. DDR practitioners should therefore take into consideration other peacebuilding interventions and how DDR processes integrate or correspond with these efforts.

DDR processes flow from the DDR strategy and the DDR process design (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures and IDDRS 3.20 on DDR Programme Design). The DDR strategy focuses on the intersection between what is needed and what can be done. The DDR process design transfers this strategic vision to achievable activities with all the associated resources, capacities and metrics. M&E of DDR processes should distinguish what we know from what we believe. It

should challenge and regularly review assumptions made in conflict transformation and peacebuilding interventions, and those made about the nature of conflict in any given context. Even contexts with experience of past DDR processes must adapt to the specific demands and particularities of new peace processes. Old solutions may not be applicable to current realities, given the interests of the parties to the conflict. Most importantly, DDR processes constantly evolve in response to changes in DDR structures, funding mechanisms, political support and international involvement. All these aspects require adjustments of M&E frameworks. DDR M&E should consistently strive for quality data and analysis that directly lead to more effective ongoing DDR processes and ways of working. Learning from DDR through strong M&E strategies should be institutionalized and have real impact on the development and implementation of current and future DDR processes.

> M&E of DDR processes should distinguish what we know from what we believe. It should challenge and regularly review assumptions made in conflict transformation and peacebuilding interventions, and those made about the nature of conflict in any given context.

4. Guiding principles

IDDRS 2.10 on The UN Approach to DDR sets out the main principles that guide all aspects of DDR processes. This section outlines how these principles apply to monitoring and evaluation.

4.1 People centred

4.1.1 Unconditional release and protection of children

M&E in DDR shall yield adequate information to track the progress of the release of children associated with armed forces and groups, their handing over to child protection agencies and their progress through the DDR process until their reunification with families and reintegration into society, including the tracking of the provision of child-specific services and addressing children's needs throughout the DDR process.

4.1.2 In accordance with standards and principles of humanitarian assistance

M&E of DDR processes shall be carried out in compliance with humanitarian principles. These are humanity, neutrality, impartiality and independence.

4.2 Gender responsive and inclusive

DDR M&E shall include consideration of where gender intersects with other qualities (sexuality, gender identity, ethnicity, indigeneity, immigration status, disability) to allow for the development of tailored context-specific DDR M&E processes. Field teams for M&E shall include women (see IDDRS 5.10 on Women, Gender and DDR).

M&E of DDR processes shall reflect the extent to which a gender analysis has concretely influenced the design and implementation of the process. Planning for DDR processes shall include an analysis of the gendered assumptions about the roles

of DDR stakeholders (including participants and beneficiaries), and M&E should assess the accuracy, use of and outcomes from such an analysis. M&E of DDR processes shall be based on sex-, age- and disability-disaggregated data and consider gendered dimensions of the outcomes and impacts (for example, possible differentiated impacts on women and men and how the process contributes to gender equality).

Gender-sensitive monitoring and evaluation is used to reveal whether a DDR process addresses the different priorities and needs of women and men, to assess if it has an impact on gender relations, and to determine the gender aspects that need to be integrated into monitoring and evaluation systems. Planning for DDR processes shall include explicit gender equality objectives and indicators and, to be effective and gender responsive, DDR M&E should measure these indicators (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures).

4.3 Conflict sensitive

DDR M&E may be undertaken in insecure and risky environments where participation not just in DDR but also in M&E may present security risks to stakeholders (not just evaluators). M&E of DDR processes shall be conflict sensitive and not unnecessarily place anyone at risk. M&E of DDR processes shall consider the conflict sensitivity risks of DDR design and implementation. That is, it shall consider where and how the design and implementation of DDR processes might have created harm and interacted with other drivers of conflict and instability. Also, DDR M&E shall consider how the design and implementation of DDR processes have positively impacted the drivers, dynamics and stakeholders identified in the conflict assessment.

4.4 Context specific

DDR design shall be flexible and context specific in order to address local, national, regional and global realities. M&E of DDR processes shall consider the nature of armed groups, conflict drivers, peace opportunities, gender dynamics, the presence of children associated with armed forces and groups, and community dynamics. M&E of DDR processes shall be designed such that they take local conditions and the information needs of communities into account. M&E shall be tailored not only to the type of DDR process but also to the specific context in which that intervention is being implemented. Where possible and relevant, the DDR M&E strategy shall contribute to building the capacity of domestic institutions and ensuring domestic ownership of DDR.

4.5 Nationally and locally owned

National- and local-level actors shall be included in the design and implementation of DDR monitoring and evaluation. Key stakeholders shall be actively involved in reflecting upon and assessing the progress of their project and, in particular, the achievement of results. The process of M&E should be an opportunity to actively involve various categories of program stakeholders in the critical analysis of successes and constraints and the formulation of conclusions and lessons learned, as an alternative to a mechanical and expert-driven data analysis. Local communities shall be active participants in

the M&E process – for example, through the establishment of local committees – and not only sources of information. M&E is a process of collaborative problem-solving through the production and use of knowledge, and through corrective action based on shared decision-making involving all stakeholders; therefore, the focus shall be on building stakeholders' capacity for analysis and problem-solving. A process aimed at implementing any recommended corrective actions shall be put in place. A participatory process shall entail the development of techniques designed to be used by community members and other local-level stakeholders as part of an M&E activity, such as visual self-evaluation tools, testimonials, photographing the evidence, etc. In contexts where national capacity is weak, Government shall be supported to develop M&E capacity for DDR.

4.6 Regionally supported

Where appropriate, DDR practitioners shall engage regional stakeholders, including neighbouring countries and regional organizations, in M&E of DDR (see IDDRS 5.40 on Cross-Border Population Movements). Regional results frameworks shall be developed in close coordination with respective authorities, agencies or the regional entities.

4.7 Well planned

4.7.1 Safety and security

Given that DDR is aimed at groups that are a security risk and is implemented in fragile security environments, both risks and operational security and safety protocols should be decided on before the design, planning and implementation of activities, including monitoring and evaluation activities. DDR M&E should include the security and safety needs of UN and partner agency personnel involved in DDR operations, DDR participants (who will have many different needs) and members of local communities. Furthermore, M&E of DDR processes shall maintain an awareness of the impact of instability and security dynamics on the performance of DDR processes and the sustainability of results. This should inform ex ante evaluative examinations of DDR design.

4.7.2 Evaluability assessment

An evaluability assessment ascertains the extent to which an activity or project can be evaluated in a reliable and credible fashion. An evaluability assessment informs the time of an evaluation and improves the prospects for an evaluation producing useful results. The assessment may be conducted during the planning stage (of the theory of change), or during the creation of the results framework. Data availability and the views of stakeholders should be taken into account. DDR practitioners should plan for evaluability assessments and identify the criteria to be investigated – for example, availability of data and challenges in causal attribution. DDR practitioners can then make informed decisions as to the range of evaluation options that may be utilized for a DDR process.

4.7.3 Public information and community sensitization

Subject to the appropriate controls (including around security and sensitive data), information and analysis from DDR M&E shall be disseminated externally to a wider audience (including conflict-affected communities) and with appropriate contextualization of the information contained in the analysis. A dissemination and utilization strategy should be planned in advance of conducting an evaluation.

5. The challenges of monitoring and evaluating DDR processes

M&E in DDR faces particular challenges:

- A lack of robust evidence about what actually works in DDR and the results chain between inputs, activities, outputs and outcomes. This is a common challenge for interventions in conflict, stabilization and peacebuilding, not just DDR. In DDR it may be the case that some support is delivered on a humanitarian basis, including support to children associated with armed forces and groups. Though this support may fall outside the results framework or theory of change being utilized to manage DDR, it should not prevent its delivery.
- Limitations in data availability that arise in part from insecurity, the sensitive nature of the data, and the operational challenges of both mission and non-mission contexts. Consequently, it can be difficult to establish accurate baselines, collect data to verify progress and create realistic targets.
- Emerging areas of new learning that eventually will need to be incorporated into regular day-to-day monitoring, evaluation and learning. Currently in DDR, these areas include how to better understand armed forces and groups, the motivations and decisions of their participants, and how both of these areas of concern impact the effectiveness of DDR. DDR practitioners should be aware of the limitations in their understanding and emerging approaches to help address those limitations.
- Challenges collecting data on illicit weapons and ammunition flows. A weapons survey is the collection and analysis of quantitative and qualitative data about weapons and ammunition, which is conducted within a specific geographical area and used to provide evidence upon which to design tailored, safe and effective arms control interventions. (For further information, see IDDRS 4.10 on Disarmament.) There are risks inherent in conducting weapons surveys. Survey staff (researchers) and survey subjects (interviewees) can be exposed to danger while conducting, or as a consequence of participating in, surveys. Respondents can also feel afraid when asked questions on sensitive subjects and, as a result, can provide inaccurate information. Survey planners and M&E staff shall take action to reduce such risks to an acceptable level and to mitigate challenges to acquiring accurate information.
- Data management practices and policies of UN entities. UN entities apply divergent approaches to data collection and management, including for M&E purposes. Consequently, there is a high risk that data and analysis can become siloed within and between UN entities working in DDR. A data sharing agreement and/or memorandum of understanding may be required to facilitate the sharing of information among actors in line with data protection policies.

- The complexity, fluidity and uncertainty of the contexts in which DDR is designed and implemented. This can lead to challenges verifying causal chains, as conflict actors and allegiances can shift during DDR, making assumptions in DDR theories of change highly challenging. New armed groups may decide to join the peace process, increasing the demand for interventions while funding remains unaltered. In addition to political crisis and the deterioration of security conditions, DDR processes can be affected by sudden budget reductions.
- Security and safety risks of personnel, including external personnel. These risks can have cost implications for conducting M&E, and remote approaches may be required. Changes in conflict dynamics may require the reallocation of resources and investment in security mechanisms to ensure safety.
- The highly politicized nature of some DDR stakeholders, the impact of hidden political economies, and inter-group and intra-group dynamics can have a significant impact on the data collection and analysis required for monitoring and evaluation.
- The sustainability of outcomes from DDR processes ultimately depends on broader socio-economic development, which is beyond the capacity and lifespan of DDR. While DDR processes contribute to security and stability by creating tailored incentives, DDR is not meant to address structural and societal problems.
- DDR involves a wide variety of stakeholders. Some stakeholders or implementing partners in DDR may be unfamiliar with robust M&E or may have different (perhaps conflicting) expectations of and methodologies to measure results. When possible, M&E of DDR should be built on consensus regarding what to measure and how.
- DDR interfaces with multiple systems, including security systems, which themselves are highly complex, with differing parts and functions. DDR M&E should be designed and implemented based on the best understanding possible of the systems with which DDR interacts and how those systems may influence results and implementation.
- Monitoring and evaluating where specific needs groups are targeted (for example, women; children, including children associated with armed forces and groups; youth; and persons with disabilities or chronic illnesses) may present additional safeguarding and ethical challenges, particularly where there are multiple intersecting vulnerabilities, including gendered vulnerabilities. At all times, a rights-based approach to conducting research with vulnerable groups shall be applied. All M&E shall be conducted in full compliance with ethical standards for engaging these populations.

6. Building M&E into the design of DDR processes

M&E shall be an integral part of all phases of the design and implementation of the DDR process. This means that DDR practitioners shall take due consideration of M&E from the planning and assessment stages (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures and IDDRS 3.11 on Integrated Assessments for DDR) through implementation and transition. This approach to M&E should be institution-

alized across UN entities and reflected in standardized M&E procedures, management information systems, feedback loops and responsiveness to findings.

Following are typical institutional steps for M&E that can guide the sequencing of the various aspects of DDR monitoring and evaluation.

- During planning and assessment stages:
  □ Include an assessment of partner capacity and needs in M&E (this includes Government);
  □ Include a review of M&E capacity, including gender-responsive M&E capacity, and needs of implementing and resource partners.

- During the design stage:
  □ Ensure the DDR process is supported by a results framework that has been developed inclusively (including through the participation of Government) and with high standards, as this is the starting point of quality monitoring and evaluation;
  □ Develop gender-responsive and disability-inclusive M&E strategies;
  □ Design monitoring systems (include, if necessary, management information systems);
  □ Begin M&E capacity-building if required and feasible.

- During implementation:
  □ Undertake an evaluability assessment;
  □ Gather baseline data disaggregated by sex and age;
  □ Collect and review monitoring data disaggregated by sex and age;
  □ Conduct quarterly and annual reviews of overall progress towards objectives and other issues;
  □ Follow up baseline studies with subsequent longitudinal studies where relevant;
  □ Conduct mid-term process review;
  □ Conduct final evaluation(s).

- During transition/exit:
  □ Assess efficacy, effectiveness and impact of transition strategy and implementation;
  □ Follow up on final evaluation(s) and respond where necessary;
  □ Distribute learnings;
  □ Apply lessons to current and future DDR processes.

7. Monitoring DDR processes

DDR monitoring is a continuous function that uses systematic collection and analysis of data on specified indicators to provide DDR practitioners and the relevant stakeholders in DDR (including conflict-affected communities) with information on the progress of the DDR process, on whether objectives are being achieved using allocated funds, and to support decision-making. It can include activities delivered by the UN as well as overall assessment of interventions delivered by a variety of stakeholders, including Government and implementing partners. Monitoring involves routine data collection around indicators that reflect the theory of change of the DDR process. Normally, indicators and data

collection around indicators are collated in the results framework for the DDR process (also known as the logical model or logical framework). A results framework should include the following:

- A results chain;
- Indicators;
- Data sources and collection methods;
- Baselines, milestones and targets;
- Responsible authority; and
- Risks and assumptions.

7.1 Results and results chains

The results chain can be conceived of as the map of the solution a DDR process is applying to a series of problems, ranging from such issues as weapons held by armed groups to lack of economic, social and political reintegration of former members of armed forces and groups. The results chain links the intended outcomes and impact (results) of a DDR process to its activities and outputs (proposed solutions to the problem) as outlined in the theory of change of the particular DDR process. The results chain shall identify the steps that will indicate progress towards the intended results of the DDR process and present these as a results framework. In DDR, as in other interventions in complex contexts, the pathway from identifying the problem to achieving the solution can be long and complex and involve interrelated DDR activities and other peacebuilding interventions. In the context of the results framework, the solution is constituted by the DDR process's inputs, activities and outputs.

> The results chain shall identify the steps that will indicate progress towards the intended results of the DDR process and present these as a results framework.

Results can be phrased as:

- Change at the level of impact: the positive or negative primary or secondary long-term effects to which a DDR process will contribute either directly or indirectly, intended or unintended. DDR practitioners and policymakers shall understand that in DDR, a single actor will not on its own achieve the intended change at impact level. The change is something to which DDR contributes. Hence, it is important to understand the other interventions in the stabilization and peacebuilding context that are implemented alongside DDR.
- Change at the level of outcome: the likely or intended short-term and medium-term effects of the outputs of a DDR process. Outcomes should be clear and simple and should be achievable in the lifetime of the DDR process. Due to the complexity of the context in which DDR processes are implemented, outcome-level changes may be sequential, with one outcome flowing from (and dependent upon) the previous outcome.
- Change at the level of output: outputs are the tangible products, goods or services that result from the activities of a DDR process, such as increased capacity or increased skills. At the first level, the solution in the results chain is driven by the outputs.

7.2 Indicators

Indicators in a DDR process results framework describe how a particular result will be measured. Essentially, indicators are pieces of data that, when recorded, give DDR practitioners guidance on the progress towards outputs, outcome and impact. Indicators can be quantitative, qualitative, intangible and/or subjective.

DDR indicators with indicator baselines and targets need to be defined at the planning stage with the participation of all key stakeholders, and should be included in the DDR project or programme document. DDR requires indicators at all result levels. There are differences between input and activity indicators (measuring inputs and activities), performance indicators (measuring outputs and outcomes) and impact indicators (measuring impact).

To be useful for performance monitoring, indicators need to fulfil certain minimum standards. A commonly used set of criteria is 'SMART': specific, measurable, attainable, relevant and time bound. SMART indicators can capture both quantity (for example, the percentage of former members of armed forces and groups who are minors) as well as a certain quality (for example, the level of satisfaction with the reinsertion package).

> DDR indicators with indicator baselines and targets need to be defined at the planning stage with the participation of all key stakeholders, and should be included in the DDR project or programme document.

An indicator should be direct and closely linked to the result it attempts to measure. For example, if the output is '10,000 former members of armed groups provided with reintegration assistance', a direct indicator would be 'the number of former armed group members provided with reintegration assistance'.

Where direct data cannot be reliably collected, an indirect/proxy indicator can be used. This is typically necessary if a result is an abstract concept. For example, a DDR programme can measure impact ('security situation improved') by using proxy indicators (violence, confiscated ammunition, confiscated weapons).

When relevant, the indicators shall be sex disaggregated. Specific indicators to measure how the process fulfils its commitments on gender equality and women, peace and security should be utilized.

Table 1 summarizes indicators for DDR programmes transitional weapons and ammunition management (WAM) and community violence reduction (CVR). These indicators are illustrative and may be applied depending on the design of the DDR process (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures).

TABLE 1: DDR PROCESS MONITORING INDICATORS

PROCESS	POSSIBLE MONITORING INDICATORS
DISARMAMENT	■ Percentage of weapons and rounds of ammunition collected from female and male ex-combatants; ■ Quality and condition of weapons; ■ Percentage of weapons disabled under collection; ■ Percentage of weapons and ammunition destroyed; ■ Percentage ratio of weapons and ammunition surrendered to ex-combatants registered;

PROCESS	POSSIBLE MONITORING INDICATORS
DISARMAMENT	■ Percentage of weapons and weapons surrendered by armed groups versus civilians; ■ Percentage of weapons remaining outside possession of ex-combatants; ■ Number of female staff who were at weapons collection and registration sites (e.g., translators, military staff, gender advisers, social workers, doctors); ■ Number of disarmament sites and facilities for storage and destruction.
DEMOBILIZATION	■ Percentage of demobilized ex-combatants in different geographic locations over time; ■ Level and type of security incidents in demobilization camps; ■ Average length of stay versus total processing time for demobilization; ■ Cost of demobilization facilities versus processes caseload; ■ Percentage of ex-combatants fully registered, profiled and provided with necessary documentation; ■ Percentage of ex-combatants meeting formal eligibility and screening criteria; ■ Disaggregated cost (and spend) of demobilization activities compared to planned cost; ■ Number of female ex-combatants who registered for disarmament programme compared to number expected, based on assessments (i.e., what % of women expected has the programme reached).
REINSERTION (2ND STAGE OF DEMOBILIZATION)	■ Percentage of ex-combatants receiving transitional assistance in demobilization facilities (health, food, living allowance, etc.), disaggregated by sex; ■ Percentage of ex-combatants in public works programmes, disaggregated by sex; ■ Flow and distribution of cash transfers; ■ Disaggregated cost of reinsertion activities compared to planned cost.
REINTEGRATION	■ Proportion of ex-combatants receiving skills and vocational training, disaggregated by sex/age/ability; ■ Proportion of ex-combatants receiving no further support beyond training, disaggregated by sex/age/ability; ■ Proportion of female ex-combatants receiving specialized support; ■ Average length of time spent in training courses, disaggregated by sex/age/ability; ■ Satisfaction levels with training courses, disaggregated by sex/age/ability;

PROCESS	POSSIBLE MONITORING INDICATORS
REINTEGRATION	■ Host communities' perceptions of male and female ex-combat-ants' and associated groups' reintegration; ■ Number of referrals (when information counselling referral service used) provided to men and women (disaggregated) for sexual violence and/or gender-based violence; ■ Proportion of ex-combatants receiving employment assistance (into new or existing jobs); ■ Disaggregated cost (and spend) of reintegration activities com-pared to planned cost; ■ Proportion of participants receiving psychosocial support (educa-tion, counselling, etc.), disaggregated by age and sex; ■ Thematic expert qualitative analysis of the efficacy of psychosocial support; ■ Number of information campaigns conducted that target trans-forming harmful gender norms, demilitarization of gender identities, gender equality and women's empowerment.
TRANSITIONAL WAM	■ Number of weapons and rounds of ammunition collected; ■ Number of items recorded and marked; ■ Number of items destroyed; ■ Number of items stolen or lost in the process; ■ Disaggregated cost (and spend) of WAM activities compared to planned cost; ■ Armed violence rates in the target area; ■ Perceptions of security by women and men; ■ Perceived need for arms ownership for self-protection by women and men.
CVR	■ Armed criminality rates in the target area; ■ Number of civilian casualties and human rights abuses, including grave violations against children; ■ Use of weapons (will link to WAM activities); ■ Number of cases of sexual and gender-based violence; ■ Perceptions of security by the population; ■ Visible prevalence of weapons among community members; ■ Reach of sensitization campaigns; ■ Number and quality of engagements with local authorities and local communities; ■ Number and cost of construction/rehabilitation works; ■ Degree of improvement in access to services; ■ Number of identified specific-needs groups participating in com-munity projects (women, persons with disabilities, persons with chronic illnesses, youth, etc.); ■ Disaggregated cost (and spend) of CVR activities compared to planned cost.

7.3 Data source

When developing indicators for a DDR process results framework, DDR practitioners shall ensure that there is a viable and reliable source for the indicator. At the level of output, data should be easily available. For outcomes and impact tracking, indicators can be more dependent on the feasibility of collecting data from sources external to the DDR process. Data can be primary (collected by the DDR team, implementing partners or consultants) or secondary (collected from open source, geographic information systems and other platforms). UN databases and those utilized by implementing partners can provide data for DDR monitoring and evaluation. DDR practitioners should be aware that these databases may not have interoperability, and data may not be routinely shared or integrated.

7.4 Baselines for milestones and indicators

Baselines should be selected and set for each milestone and each indicator. The baseline should be established during or soon after the design phase of the DDR intervention. Revising baselines during implementation can negatively impact the results chain. By design, the baseline is the starting point, and the monitoring of DDR should be flexible and adaptive to the environment and the impact this has on implementation of DDR processes.

7.5 Responsible authority

Results frameworks for monitoring DDR processes should be updated regularly, at least quarterly, by a DDR core team member with responsibility for monitoring and evaluation. Given the highly complex and changeable contexts in which DDR is implemented, the results framework may need more regular updating and modification than is the case in other interventions.

7.6 Risks and assumptions

The results framework should record risks and assumptions relevant to the DDR process. Arguably, the interrogation of assumptions is the aspect of DDR processes that receives the least attention in monitoring and evaluation. For each output and outcome, assumptions that relate to external factors should be noted. These assumptions may be environmental, political, security-related, economic or relevant to some other dimension. They need to be reviewed and updated on a regular basis. Similarly, risk mitigation measures should be noted. Risks and risk drivers are monitored throughout implementation, and regular reflections by DDR practitioners contribute to reviewing existing risks and exploring risks (and threats) that are likely to emerge. UN entities track risks in different ways, but most utilize some form of risk register or risk log that should be part of the routine monitoring of the DDR process (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures). Risk monitoring should include established feedback mechanisms that are triggered when unanticipated risks emerge or the threat level of existing risks rises.

7.7 Methods of verification

Means of verification/data sources are the mechanisms, institutions and/or instruments that generate the data required by the indicators used for M&E. Through identified means of verification, practitioners can continuously identify programme and operational bottlenecks that impede progress, as well as opportunities to accelerate the achievement of results. In DDR, a core management information system may be a source of verification for indicators on the output level. For indicators on security, the means of verification might be the monthly hospital reports or police reports on homicide rates. Other means would include administrative data from implementing partners and national surveys.

7.8 Types of monitoring

Monitoring can include performance monitoring and monitoring context.

- Performance monitoring is the most conventional form of monitoring and focuses on aspects of the DDR process that are more or less within the control of the agency or its implementing partners. These include monitoring outputs for quality, quantity and timeliness as well as overall progress towards the achievement of outcomes or objectives. Essentially, this is the monitoring of implementation of the DDR process.
- Context monitoring focuses on the broad conflict, security, political and other factors over which the agency and/or its implementing partners have no control but that are relevant to the implementation and performance of the DDR process. This type of monitoring may include information about other non-DDR programmes or projects being implemented, and macroeconomic, security, social and political conditions in the DDR context.
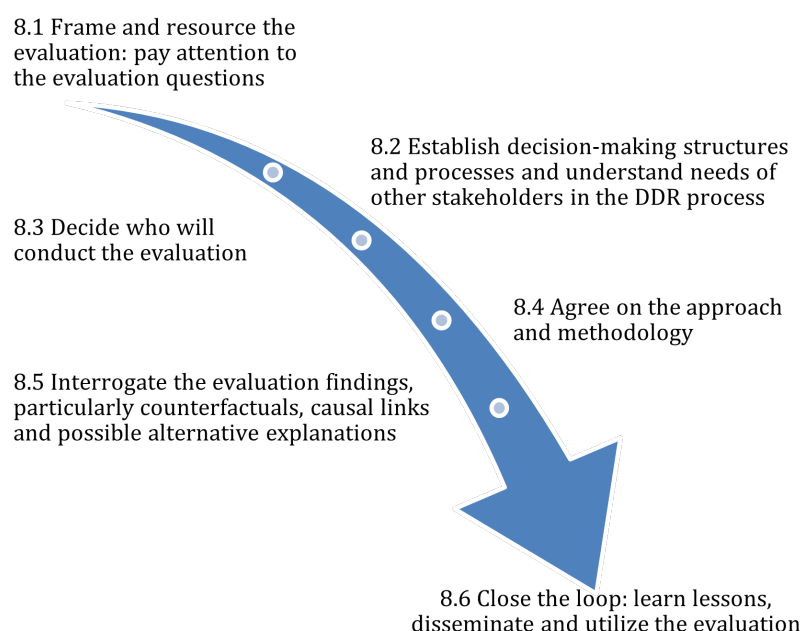
8. Evaluating DDR processes

Evaluating DDR processes is the systematic and objective assessment of the process at prescribed points in its design and implementation, with the aim of determining the relevance and achievement of results as well as efficiency, effectiveness, impact, coordination, coherence and sustainability. The objective of any evaluation should be agreed among stakeholders in advance of commissioning or designing terms of reference for the review. Evaluation of DDR processes should be independent, rigorous and transparent. The four key functions of evaluating DDR processes are:

- To provide accountability for whether the DDR process has achieved results and to what extent this has been done through the efficient use of resources;
- To provide broader learning about the why, how, who, where and what of the DDR process so that this information can inform the revision of the current intervention and provide input into future interventions and the work of other DDR stakeholders;
- To highlight the strengths and weaknesses of the DDR process;

- To recommend restructuring of the DDR process based on a sound analysis of implementation, progress towards achieving objectives and reacting to (and anticipating) the shifting dynamics of the implementation environment.

Evaluation shall be planned and budgeted for in the design phase of the DDR process (see IDDRS 3.41 on DDR Budgeting and Financing) to ensure that there is a financial allocation for it. This type of planning and budgeting informs the design and collection of baseline data (by asking what data should be collected 'up front'). It ensures the evaluation will be utilized and learned from and will feed back into current and future DDR interventions. Evaluations of DDR processes shall have a clear purpose, a strategic value and a learning function and shall be utilized. The following are some main steps in conceptualizing and managing the evaluation of DDR processes.

FIGURE 1: MAIN STEPS IN CONCEPTUALIZING AND MANAGING THE EVALUATION OF DDR PROCESSES

8.1 Frame and resource the evaluation: pay attention to the evaluation questions

8.2 Establish decision-making structures and processes and understand needs of other stakeholders in the DDR process

8.3 Decide who will conduct the evaluation

8.4 Agree on the approach and methodology

8.5 Interrogate the evaluation findings, particularly counterfactuals, causal links and possible alternative explanations

8.6 Close the loop: learn lessons, disseminate and utilize the evaluation

8.1 Frame and resource the evaluation: pay attention to the evaluation questions

Framing the evaluation requires DDR practitioners to apply the standard DAC criteria (relevance, efficiency, effectiveness, impact, sustainably, coherence and coordination) and also to identify:

- **The purpose.** For example, is the purpose of the evaluation to allow for mid-implementation course correction, or is it to increase knowledge of the impact of the DDR process and how this can inform other interventions?
- **The stakeholders.** The stakeholders are not limited to the UN but include the actors in the DDR process as well as DDR participants and beneficiaries. DDR practitioners should identify stakeholders that can feed into the evaluation process, such as key experts and independent reviewers.

- **The time frame.** The timing of an evaluation is dependent on the context, the purpose of the evaluation and the everchanging nature of the evaluability of the DDR process. DDR practitioners should synchronize the evaluation with the programme/project cycle of the DDR process to ensure that it is timely and that there is an opportunity for the findings to feed into the process or into future interventions.

- **What to evaluate.** This is driven by the purpose of the evaluation, and it will influence the approach used. For example, if the 'what' is the impact on the lives of DDR participants, then the approach will be an impact assessment that will likely combine quantitative and qualitative methods to measure changes in the social, economic and political aspects of their lives (often in comparison to wider communities and/or control groups).

- **For whom or what entities** is the evaluation conducted? The audience of an evaluation may be wider than but includes the primary users of that same evaluation. The primary users are the key target group for the evaluation. They are those individuals or groups who are affected by the outcome of the evaluation and are able to act on its analysis and findings. They should be clearly identified at the outset, clearly communicated to the evaluator and remain in regular contact with the evaluator so that the evaluation addresses their needs and has the best chance of being utilized.

As discussed below, there are many approaches and methods to evaluation. Some core types of evaluation include impact evaluation, implementation evaluation, efficiency evaluation, most significant change evaluation, thematic evaluation, and outcome mapping. Aspects of other approaches may be incorporated. These include experimental, quasi-experimental, random control tests, qualitative comparative analysis, participatory evaluation, systems mapping and network analysis, including via new data analytics and 'new' data.

- **Impact evaluation** focuses on the longer-term outcomes of the DDR process. Normally, it combines quantitative, qualitative and desk-based methods, such as household surveys, key information interviews, focus groups and literature reviews to measure the impact of an intervention. It may be repeated over time to establish comparative and longitudinal perspectives on the intended and unintended impacts of the DDR process.

- **Implementation evaluation** focuses on how the DDR process has been or is being delivered. Normally, it applies standardized criteria (such as the revised DAC criteria) to evaluate implementation. It may use mixed methods, such as quantitative data analysis, qualitative consultations with key stakeholders, and efficiency analysis of budgets and financial management.

- **Efficiency analysis** (benefit-cost and cost effectiveness) is an economic approach to evaluation that will compare the relative costs and outcomes of the DDR process being evaluated. The primary objective of an efficiency analysis is to determine whether the benefits of an intervention outweigh the costs. For DDR, this may be a complex process given the challenge of establishing a benefit-cost ratio across

the participants and other beneficiary populations and finding comparative DDR interventions in other locations with which to compare costs. Furthermore, the impacts of DDR include intangible impacts such as empowerment, peace and inclusion, which are highly challenging to monetarily assess.

- **Most significant change** is a core participatory tool to evaluation that utilizes testimony from DDR participants to identify stories of change that can then be shared more widely with stakeholders, including implementers. This approach collects stories (which may be oral, written or communicated through images or performance). As with other approaches, technology can be used to analyse written and spoken stories to help identity key issues, trends and topics of importance.

- **Thematic analysis** is based on a specific theme, such as region, sector, gender, security or livelihoods. It utilizes evaluation criteria specifically established for the theme. This may include analysis that extracts trends and problems common to a particular issue or compares projects and categorizes them to extract common features and good practices.

- **Outcome mapping** is a common participatory tool for evaluation and programme design. It focuses on the outcomes for individuals, groups or organizations with which the DDR process has direct contact. It is a qualitative approach centred on collecting and analysing testimony from key stakeholders.

8.2 Establish decision-making structures

DDR practitioners shall establish the appropriate decision-making structures for the evaluation. This could be accomplished by convening and utilizing an advisory group of internal and/or external institutional stakeholders and experts. It may also include drawing an advisory group from beneficiary communities.

8.3 Decide who will conduct the evaluation

In DDR, evaluations are normally external and independent. They can include hybrid models where an external, independent expert or team works in close cooperation with internal staff. When deciding the 'who' of DDR evaluation, DDR practitioners should be guided by the purpose, the approach and the methodology.

8.4 Agree on the approach and methodology

There is an extensive body of approaches and methods for evaluation, many of which will be applicable to DDR processes. DDR practitioners should access internal expertise, the expertise of partners to DDR and the expertise of consultants when deciding on the approach and methodology for evaluating a DDR process. First and foremost, all evaluations of DDR processes

Generally, evaluation methodologies for DDR processes are derived from qualitative, quantitative and mixed method techniques.

shall adhere to ethical and quality standards (particularly data protection) and be gender and conflict sensitive. Evaluation methods are the specific tools and approaches for

collecting and analysing data. In some cases, a design may be closely linked with a set of methods. Generally, evaluation methodologies for DDR processes are derived from qualitative, quantitative and mixed method techniques. DDR practitioners should remain open to innovative evaluation methodologies, including the use of virtual spaces, virtual tools to analyse dynamics such as perceptions and conflict networks, participant observation, big data and other approaches, methods and tools.

8.5 Interrogate the evaluation findings

DDR practitioners shall duly examine and interrogate the findings of evaluations of DDR processes. This includes engaging with the evaluators and the evaluation process to check and quality control data, and, where relevant, running their own analysis of quantitative datasets (such as regression, sequential analysis, scatterplot and correlation). DDR practitioners should ensure that, where relevant, the evaluation includes an analysis of counterfactuals, causal links (including those already identified in the social change model) and possible alternative explanations (and alternative contributory factors) for the results that have been identified.

8.6 Learn lessons, disseminate and utilize the evaluation

Lessons learned are generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design and implementation that affect an intervention's performance, outcome and impact. Learning shall provide a constructive lens through which DDR practitioners can view existing or future processes to ensure that DDR adapts, evolves and improves over time.

Subject to the appropriate controls (such as those around data sensitivity), evaluations should be disseminated and, where relevant, their analysis and lessons should be synthesized with other M&E outputs. Evaluations and, in particular, lessons learned should be acted upon. If DDR practitioners do not explore and apply lessons learned, the evaluation has little if any value.

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Evaluation (and monitoring) should contribute to better DDR processes, greater learning, improved accountability and greater impact for participants and beneficiaries. Evaluation (and monitoring) should enable DDR practitioners to devise and implement strategies and decisions in the highly complex and often insecure contexts in which DDR is implemented. Finally, evaluation (and monitoring) of DDR should improve the capacity of national Governments and domestic stakeholders to evaluate and monitor not just DDR but other peacebuilding interventions sustainably and to the highest standard.

9. Evaluation checklist for DDR practitioners

- Who controls the process of commissioning and sharing the evaluation? Can local stakeholders (including field-level international programme staff) input into its design and management?
- Are the primary purpose and scope (programme/sector/system/theme) of the evaluation clear, and has it been agreed by all key stakeholders?
- Is the methodology appropriate, and has it been agreed with the evaluator(s)?
- Do the evaluator(s) have all of the necessary characteristics, such as knowledge of M&E, knowledge of DDR processes, gender expertise and knowledge of the local context? Do they have or need security clearance?
- Has there been an assessment of the risks to physical security both for evaluators and the individuals and communities that are contacted? If risks have been identified, is there a strategy for risk management/avoidance?
- Is the evaluation conflict sensitive, i.e., is there any risk that the evaluation could negatively affect conflict dynamics?
- Is the evaluation gender sensitive? Have gender experts been consulted?
- Who should respond to the evaluation findings, and how?

9.1 Steps to consider when drafting terms of reference for evaluating DDR processes

- **Define the purpose and use of the evaluation.** Is the purpose learning or accountability? Will the evaluation be used to decide on future funding? To inform future support? To provide input to new strategy?
- **Describe the evaluation object and scope.** What are the specific objectives of the evaluation? To document achievements? To assess some or all of the activity's objectives? Will the evaluation look at implementation strategies and processes? Will it have a participatory focus? Will it look at the programme's underlying assumptions and theory of change? Which DAC evaluation criteria will be used (impact, relevance, sustainability, efficiency or effectiveness)?
- **Describe the rationale for the evaluation**. Why conduct this evaluation at this point in time? What are the longevity, amount of funding and risks tied to the intervention? Are there any specific events that have triggered the evaluation (change of donors, change in the conflict context, etc.)?
- **Describe the scope, time frame, objectives and nature of the activity to be evaluated.** Specify issues to be covered, budget and funds spent, the time period to be evaluated, types of activities, geographical coverage and target groups, as well as other elements of the conflict prevention and peacebuilding intervention addressed, such as contextual issues.
- **Provide directions for the approaches to be used.** What method will be used in the evaluation? How should the evaluation be conducted, via what process and steps, etc.? Will there be an inception phase? What will the level of stakeholder involvement in the evaluation process be?

- **Logistical and safety concerns.** Address ethical behaviour in conflict environments and provide guidance on safety and logistics.
- **Principles.** What standards and principles are to be followed? Refer the team to any relevant policy documents or internal UN agency agreements.
- **Management arrangements, quality control and reporting.** Who will be in charge of each task and oversight? To whom will the evaluation team report? Is there a need to establish a steering mechanism for the evaluation? Who will be responsible for ensuring information sharing among team members? Who will be involved in drawing and assessing conclusions? What reports will be generated? Will they be public or confidential? Will they be published or placed on the internet? Will the reports and conclusions be checked? What quality control systems will be used?
- **Team requirements (including team make-up).** Who should do the evaluation, and what characteristics do they need to have? What is the desired size and composition of the team? What time commitment is involved in terms of person-hours? What types of individuals are needed for this particular evaluation in this particular context?
- **Budget and schedule.** How will the evaluation be funded? Have there been arrangements made for security costs or other additional costs associated with working in a conflict environment? Are funds available for conflict analysis? (Bids may also be accepted and then compared to establish the appropriate funding needed.) When will the evaluation be conducted? What criteria will be applied to reports before funding is disbursed?

Annex A: Abbreviations

CVR	community violence reduction
DAC	Developmental Assistance Committee
M&E	monitoring and evaluation
SMART	specific, measurable, attainable, relevant and time bound
WAM	weapons and ammunition management