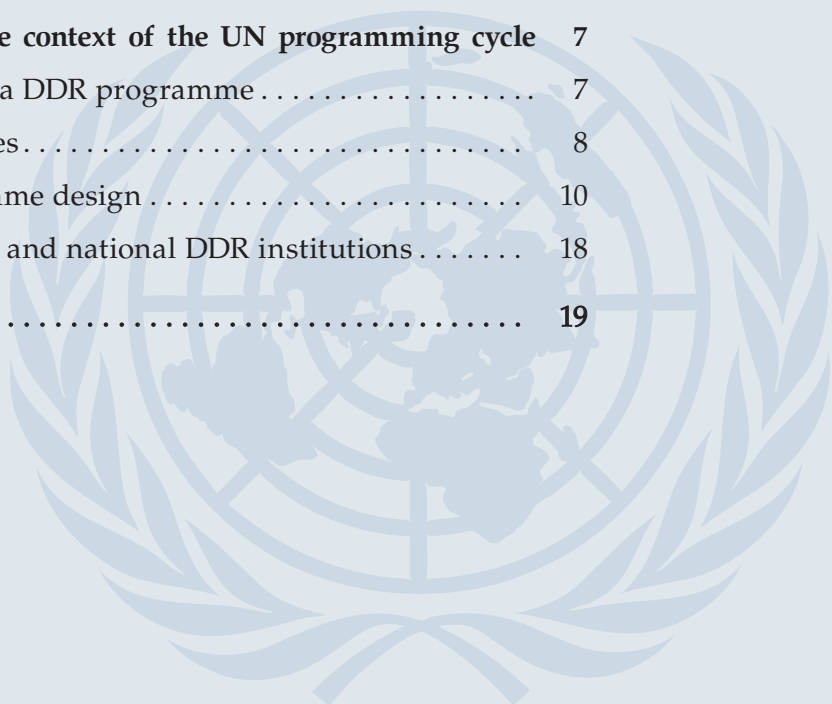


3.20 DDR Programme Design

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3.20 DDR Programme Design

Summary

The design of DDR processes flows from the DDR strategy. The DDR strategy establishes the parameters that should inform and guide DDR process design. As outlined below, the steps in designing DDR programmes are applicable in whole or in part to all DDR processes.

During the design phase, through collaborative engagement within UN agencies and with DDR stakeholders, practitioners distil the rationale of the DDR strategy into actionable DDR plans containing the following: (i) a narrative description of the content of the DDR programme; (ii) a strategic context and problem analysis; (iii) an examination of the goal and objectives of the DDR programme; (iv) a description of the DDR programme; (v) a logical framework; (vi) a description of DDR institutional and implementation arrangements; (vii) a description of operational, administrative and technical support necessary for the DDR programme; (viii) a detailed results framework (derived from the logical framework); (ix) a DDR risk management and operational risk assessment framework; and (x) a detailed transition strategy.

UN agencies, funds and programmes can support national Governments in translating their DDR strategies into viable, effective programmes. In these contexts, UN agencies, funds and programmes should work in partnership within the UN system and with other development partners at various levels of operation by acting as an impartial generator to disseminate and broker knowledge, policy advice and technical support in alignment with their DDR mandate, departmental goals and national priorities.

At a basic level, DDR programme design contains the why, what, how, where, who and cost of DDR in any given context. Design should be guided by a systems approach – that is, an understanding that all aspects of design are interrelated and interdependent, not just the activities, outputs and outcomes but also logistics, finance, budgeting, staffing and personnel. Like DDR strategic planning, designing programmes should be carried out with a full understanding of where DDR fits in the broad spectrum of peacebuilding and recovery programming and the links with other programmes, such as security sector reform.

DDR practitioners shall ensure a logical alignment across the DDR intervention from rationale to transition strategy. Throughout all stages of the design process, DDR practitioners shall include the participation of a broad range of DDR stakeholders and support national Governments and national DDR institutions to coordinate the design process.

1. Module scope and objectives

This module outlines a general programmatic-level design process for DDR. The scope of the module covers all DDR as presented in IDDRS 2.10 on The UN Approach to DDR: DDR programmes, DDR-related tools and support to reintegration in all relevant contexts, including in UN mission settings and non-mission settings, as well as where preconditions for DDR programmes do not exist. The module focuses on DDR programmes; however, the content is broadly applicable (in part or wholly) to all parts of a DDR process as outlined in IDDRS 2.10 on The UN Approach to DDR that can be defined as ‘programmes’.

2. Terms, definitions and abbreviations

Annex A contains a list of 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.

3. Introduction

As is stressed in the IDDRS module on strategic planning (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures), among other things the successful implementation of DDR processes hinges on intense and careful coordination of interventions among a wide range of national and international actors across multiple phases and dimensions of DDR, all implemented under a clear, coherent and shared vision of what needs to happen and which objectives need to be met. During the strategic planning phase, the UN and its partners support rigorous and inclusive planning, undertaken to achieve alignment between needs, expectations, objectives, responses and approaches, roles and capacities. In line with the hierarchy of planning documents (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures), these aspects, first identified in the DDR strategy, are refined and clarified in the programmatic level design of DDR.

When developed for the UN, DDR programme design shall be guided by applicable UN cooperation frameworks, Humanitarian Response Plans and the country engagement strategies or frameworks of UN partners, including international financial

institutions and bilateral agencies. General Assembly resolution 72/279 elevates the United Nations Development Assistance Framework (now renamed the United Nations Sustainable Development Cooperation Framework [UNSDCF]) as “the most important instrument for the planning and implementation of United Nations development activities in each country, in support of the implementation of the 2030 Agenda for Sustainable Development”.

For UN DDR, the cooperation framework now guides the entire programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda for Sustainable Development (2030 Agenda). The cooperation framework determines and reflects the UN development system’s contributions in the country and shapes the configuration of UN assets required inside and outside the country.

The cooperation framework is nationally owned and anchored in national development priorities, the 2030 Agenda and the principles of the UN Charter. In some situations, the foundation will be the (UNSDCF) which is intended to ensure coherence between humanitarian development and peacebuilding initiatives in country. It outlines the UN development system’s contributions sought by national stakeholders to reach the Sustainable Development Goals (SDGs) in an integrated manner, with a commitment to leave no one behind, human rights and other international standards and obligations. Through the cooperation framework, the UN development system articulates the highest priority and most sustainable development choices for a country. It advises on pathways to maximize synergies across the goals and minimize the opportunity costs of leaving people behind. It shifts from the siloed approach of the Millennium Development Goals to a more integrated approach under the 2030 Agenda and the SDGs.

The design of DDR programmes should be founded upon evidence – that is, information applied in an evaluative and analytic DDR design process.

The design of DDR programmes should be founded upon evidence – that is, information applied in an evaluative and analytic DDR design process. This evidence ensures DDR is locally grounded, and informed and tailored to the local context and situation (see IDDRS 3.11 on Integrated Assessments for DDR).

The design of DDR programmes should be guided by the PRINCE2 methodology (PProjects IN Controlled Environments), including in how it organizes programmes into logical steps. This methodology must take into consideration how political and security dynamics may impact DDR design and implementation (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures, IDDRS 3.11 on Integrated Assessments, IDDRS 3.21 on DDR Process Stakeholders and IDDRS 3.30 on National Ownership and National Institutions for DDR).

The design of DDR programmes should employ a logical framework approach (LFA), particularly when structuring implementation and monitoring and evaluation. The LFA utilizes a log frame to plan activities, outputs, purposes and goals. It includes objectively verifiable indicators, assumptions, and external factors that may influence the impact of the programme or project. It flows from the theory of change utilized during the strategic planning phase. The LFA may help:

- Clarify the purpose and justification for a DDR programme in a particular context;

- Identify information requirements and clearly define the key components of the DDR programme;
- Analyse the DDR programme settings at an early stage of development;
- Facilitate communication between all parties and implementing partners at the relevant levels (assessments, design, implementation, monitoring, financing); and
- Identify how the success or failure of the DDR programme should be measured, by whom and with what resources.

During planning and periodic revisions, DDR practitioners should check that the causal relationship of DDR outputs to their objectives is not based on unreasonable assumptions, that various possible alternative means, including any with lower costs, have been considered, and that the risks of the proposed course of action are manageable or at least known.

The design of DDR programmes should be informed and costed using the results-based budgeting (RBB) framework that is the main budgetary planning tool used by the UN Secretariat and peacekeeping missions, and is part of the Secretary-General's programme of reform and vision of a more results-oriented organization (see IDDRS 3.41 on DDR Budgeting and Financing).

An important feature of RBB is the definition of expected results at the beginning of the planning and budget cycle, before the programme is implemented. Thus, RBB aims to shift focus from output accounting (i.e., activities) to results-based accountability (i.e., indicators of achievements). RBB is therefore not simply an administrative process, but a strategic planning tool, improving the clarity of programmes, and bringing about a common understanding and better communication between Member States and programme managers to improve results.

In DDR RBB has four main components:

- The DDR objective statement, serving as the basis for developing programme activities and identifying benchmarks for success;
- DDR indicators of achievement, which measure performance, justify the resource requirements and are linked to outputs;
- DDR outputs, the activities that will be conducted in order to achieve the objective;
- External factors, which are outside of the programme manager's control but may have an impact on programme performance.

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 the design of DDR programmes.

4.1 Unconditional release and protection of children

The design of DDR programmes shall prioritize the immediate release of children associated with armed forces and groups, irrespective of the status of peace negotiations and/or the development of the DDR programme. When DDR programmes are

implemented, children shall be separated from armed forces and groups and handed over to child protection agencies. Children will then be supported to demobilize and reintegrate into families and communities (see IDDRS 5.30 on Children and DDR).

4.2 Gender responsive and inclusive

Non-discrimination and fair and equitable treatment are core principles in both the design and implementation of a DDR programme. There is considerable diversity in how individuals and groups understand, experience and express gender through the roles they take on, the expectations placed on them, relations with others and the complex ways that gender is institutionalized in society. Gender must be mainstreamed across a DDR programme, including during the design phase. Integrating gender in DDR requires that during planning, practitioners take account of the specific needs of girls, women, men and boys with respect to both biological/sex differences and socio-cultural gender differences. All DDR programmes should be designed in a manner that promotes gender equality and should be grounded in a rights-based approach. In the design as well as implementation phases, DDR practitioners should be able to clearly distinguish the difference between the practical needs and the strategic needs of women, including as they participate in conflict and in DDR and how this relates to all levels of design. See IDDRS 5.10 on Women, Gender and DDR.

4.3 Conflict sensitive

‘Do no harm’ is a standard principle against which all DDR processes shall be evaluated at all times. No individual or community should be made less secure by the return of ex-combatants or the presence of UN peacekeeping, police or civilian personnel. DDR programme design shall be done in a conflict-sensitive manner.

4.4 Context specific

DDR programme design shall be context specific in order to address national, regional and global realities. DDR design should 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. All UN or UN-supported DDR interventions shall be designed to take local conditions and needs into account. The IDDRS provides DDR practitioners with comprehensive guidance and analytical tools for the design of DDR programmes rather than a standard formula that is applicable to every situation. By implication, staffing and personnel capacity should be fine-tuned to design and deliver a DDR programme tailored to the specific context in which the programme is being implemented. Where possible and relevant, the DDR staffing and personnel strategy should complement building the capacity of domestic institutions and ensuring domestic ownership of DDR.

4.5 Flexible, accountable and transparent

To build confidence, ensure legitimacy, and justify financial and technical support by international actors, DDR programme design shall be flexible and predicated on the principles of accountability and transparency. Stabilization and the establishment of immediate security are among the potential overall goals of DDR, but DDR also takes place in a wider recovery and reconstruction framework. Principles of accountability and transparency must apply to staffing, personnel and associated costs and be accounted for in assessments of financing and budgeting.

4.6 Well planned

Given that DDR is aimed at groups who are a security risk and is implemented in fragile security environments, both risks and operational security and safety protocols should be decided before the design, planning and implementation of a DDR programme. These 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. Security and other services must be provided either by UN military and/or UN police component or national police and security forces. Security concerns should be included in operational plans, and clear criteria, in line with the UN Programme Criticality Framework, should be established for starting, delaying, suspending or cancelling activities and/or operations, should security risks be too high.

4.6.1 Planning: assessment, design, monitoring and evaluation

DDR programmes shall be designed on the basis of detailed quantitative and qualitative data. This data shall be regularly updated and shall allow the design of a DDR programme to be adaptive – that is, to be flexible enough to take account of changing circumstances. Internal and external monitoring and evaluation mechanisms shall be designed and established from the start of DDR, strengthen accountability and learning, and ensure quality in the implementation and delivery of DDR activities and services.

4.7 Nationally and locally owned

Ensuring national and local ownership is crucial to the success of integrated DDR. National ownership ensures that a DDR programme is informed by an understanding of the local context, the dynamics of the conflict and the dynamics between ex-combatants and community members. National- and local-level actors should be included in the design phase of a DDR programme. In contexts where national capacity is weak, Government should be supported to engage in the design process. This may require the design of capacity-building support broadly in line with the steps in this module.

4.8 Integrated

From the earliest assessment phase and throughout all stages of strategy development, planning and implementation, integration and unity of efforts shall be encouraged within the UN system and with national and international stakeholders to achieve common objectives. Where possible, joint assessments with partners should be undertaken so that joint planning and coordinated implementation processes can follow.

5. Designing DDR programmes in the context of the UN programming cycle

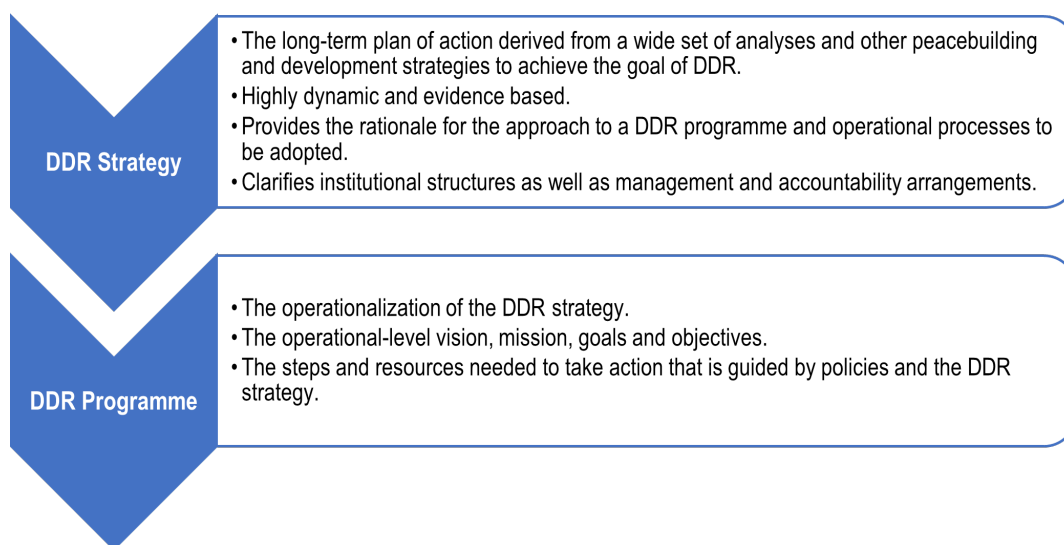
Generally, the design phase of a DDR programme should be aligned with:

- Development of priorities and partnerships for a DDR programme (see also IDDRS 3.21 on DDR Process Stakeholders);
- Development of DDR risk register (see also IDDRS 3.10 on Integrated DDR Planning: Processes and Structures); and
- Development of monitoring and evaluation for DDR (see also IDDRS 3.50 on Monitoring and Evaluation of DDR).

5.1 Developing the rationale for a DDR programme

Developing the DDR programme rationale establishes the ‘why’ for DDR in any given context. The DDR rationale establishes the security, social, political, economic and developmental contexts and reason for a DDR programme. Essentially, the DDR rationale is an evidenced-based proposal that draws from the data provided through DDR integrated assessments and other analytical work. It is outlined in the DDR strategy (IDDRS 3.10 on Integrated DDR Planning: Processes and Structures) and in any related policies that are derived from or informed by the DDR strategy.

FIGURE 1: NATIONAL STAKEHOLDERS IN DDR



DDR integrated assessments shall provide DDR practitioners with considerations as to what DDR intervention is the appropriate response to the situation at hand and whether the UN is well suited to provide support. Through the strategic planning phase, DDR planners should have considered all options for DDR, including not to pursue DDR in a given context. Developing a rationale for a DDR programme shall entail establishing the country context, lessons learned from past performance and evaluations, and the fit for DDR in line with the national priorities as articulated in documents such as the Cooperation Framework or Country Partnership Strategy.

The DDR rationale establishes the critical issues facing the country in terms of DDR and peacebuilding. It should include an analysis of the urgency and strategic need for a DDR programme and justify UN involvement, including by explaining the UN’s comparative advantage.

5.2 DDR programme design challenges

The following are some design challenges that may be encountered during the design of DDR.

TABLE 1: DDR DESIGN

DDR COMPONENT	DESIGN ISSUES
<p>DISARMAMENT (SEE IDDRS 4.10 ON DISARMAMENT AND IDDRS 5.10 ON WOMEN, GENDER AND DDR)</p>	<ul style="list-style-type: none"> ■ Establish accurate weapons collection targets. ■ Plan how to maximize weapons yields (targeting holders of multiple weapons), including engaging with women’s groups. ■ Avoid attaching a monetary value to weapons. ■ Link voluntary weapons surrender with provision of benefits (reintegration and others). ■ Explore alternative incentive structures (weapons for development, tools for weapons, etc.) outside the military process. ■ Ensure adequate controls on weapons registration, storage and destruction. ■ Deal with longer-term weapons control issues (licensing, import/export, trafficking, etc.). ■ Plan how to strengthen national capacities including policy, legislation and institutions. ■ Establish adequate information management systems and databases to track and trace weapons. ■ Plan for the release of children associated with armed forces and groups, ensuring it is not dependent on children having weapons to forfeit.
<p>DEMOBILIZATION AND REINSERTION (SEE IDDRS 4.20 ON DEMOBILIZATION AND IDDRS 5.10 ON WOMEN, GENDER AND DDR)</p>	<ul style="list-style-type: none"> ■ Plan the timing and sequencing of demobilization process. ■ Adapt the overall approach to context and security environment ■ Develop eligibility criteria, considering the roles and participation of women and marginalized groups. ■ Plan for public information and sensitization campaigns for communities and DDR participants, taking into consideration information channels to target women and marginalized groups, demilitarizing gender identities in publication materials, etc. ■ Deal with registration and verification. ■ Address the issue of amnesties, including prohibiting amnesties for serious crimes such as conflict-related sexual violence.

	<ul style="list-style-type: none"> ■ Consider cantonment and decentralized processing arrangements, including planning for pregnant women; prevention of sexual and/or gender-based violence in the design of facilities; health services including sexual violence recovery, mental health, and reproductive health services (including for HIV/AIDS), provision of sanitary napkins and family planning in kits. ■ Provide a transitional living allowance and security for ex-combatants and associated groups considering gender specificities ■ Establish information, counselling and referral services, including for mental health, substance abuse, sexual violence recovery and reproductive health services. ■ Plan for repatriation and resettlement. ■ Plan and manage logistics. ■ Plan to conduct skill profiling. ■ Plan for the release of children associated with armed forces and groups.
<p>REINTEGRATION (SEE IDDRS 4.30 ON REINTEGRATION AND IDDRS 5.10 ON WOMEN, GENDER AND DDR)</p>	<ul style="list-style-type: none"> ■ Determine market structures and community absorption capacities. ■ Ensure reintegration options fit the combatants' gender, age, skill sets, preferences, preferred reintegration geographical choice. ■ Ensure sustainability of reintegration activities. ■ Ensure adequate facilities for vocational/professional training if being utilized. ■ Plan for mental health needs including post-traumatic stress and sexual violence recovery. ■ Ensure that the specific needs of women and girls are addressed. ■ Pay attention to vulnerable groups (including children associated with armed forces and groups, youth, people with disabilities, people with remaining psychosocial issues, etc.) ■ Plan how to sensitize communities to support community-based reintegration, including how to address the gender-specific challenges men, women, boys and girls may face. ■ Map private sector and identify livelihood opportunities in line with local/regional economic realities. ■ Assess accreditation and other education/curriculum requirements. ■ Plan for how to empower civil society, including women's groups, and facilitate dialogue between civil society and Government while not alienating any party. ■ Plan for how to counter norms as well as misinformation, disinformation, xenophobia and other forms of discourse that may incite violence, in order to mobilize and empower minority groups, including women, to engage in project activities safely. ■ Plan for how to enable and empower women to participate in project activities at all levels safely. ■ Plan for how to empower minority and marginalized groups to participate in project activities safely.

- Plan for monitoring impact on complex (and relative) social dynamics such as social cohesion.
- Support non-violent forms of gender identities, de-conditioning to the use of violence and promoting gender equitable norms.
- Plan to address community-level grievances and other root causes of conflict and insecurity, including exclusion and marginalization, and inequities in access to basic services such as health, education, etc.

5.3 The content of DDR programme design

DDR programme design begins with identifying the point of view with which a logical framework should be aligned. The point of view is that of the implementing institutions, which in the case of DDR can include the UN agencies, the Government (ministries, agencies, etc.), and local-based partners, including civil society organizations and the local community. Point of view provides the basis for defining the limits of accountability. Because there will be several points of view, there will be several ways to define accountability.

5.3.1 DDR strategic context and problem analysis

Derived from the DDR strategy and supported by integrated assessments (see IDDRS 3.11 on Integrated Assessments for DDR), the design of a DDR programme begins with an age- and gender-sensitive analysis of the situation. The purpose is to refine the needs, interests and priorities of stakeholders. A DDR programme is integrated and so requires an analysis of the strategic context that considers security and peacebuilding aspects and development objectives, as well as the women, peace and security agenda.

5.3.2 DDR goal and objectives

The goal of a DDR programme is the higher-order impact to which the programme (along with other peacebuilding, conflict recovery and development programmes or projects) will contribute. This is a high-level strategic goal that is stated in the DDR strategy (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures).

The objective of a DDR programme is defined by engaging stakeholders in answering the question ‘why do DDR?’ It describes the desired outcome of a DDR programme, or how the situation will be altered as a result of the outputs from DDR. DDR is integrated, and therefore may require analysis and indicators to measure progress towards both peacebuilding and development objectives. The indicators should include a means to measure the connections between the two.

In programme design, a rule of thumb is the fewer objectives the better, as it is easier for operational teams to focus activities and outputs on a single or few objectives. Because DDR programmes are highly complex, practitioners may need to be flexible in designing DDR objectives. Objectives shall lend themselves to measurement via performance indicators as identified in the logical framework and in the DDR monitoring and evaluation framework (see IDDRS 3.50 on Monitoring and Evaluation of DDR).

DDR programme objectives should be arrived at through participatory planning. They shall be clear, underwritten by agreement among DDR partners, and consistent both internally (with the goal of DDR and, for example, between the main pillars of a DDR programme, i.e., demobilization, disarmament, reinsertion and reintegration) and externally (with the broader policy and programming environment). Historically, objectives prescribed for a DDR programme have included broad security objectives, broad development objectives, broad economic objectives, broad social objectives and broad governance objectives, but objectives related to gender equality and women, peace and security should also be considered. To be useful, objectives must be realistic, formulated as an end state and capable of being verified.

Objectives shall lend themselves to measurement via performance indicators as identified in the logical framework and in the DDR monitoring and evaluation framework

5.3.3 The description of the DDR programme

The narrative description of the DDR programme is a critical stage in crystalizing the design of the intervention. It should contain descriptions of:

- The DDR participants and beneficiaries (for example, armed groups, combatants, persons associated with armed forces and groups, including children associated with armed forces and groups, communities, institutions as defined by relevant national policies);
- DDR components and, if necessary, subcomponents (for example, demobilization, disarmament, reinsertion, reintegration, public information and strategic communications, weapons and ammunition management, and community violence reduction);
- Implementers;
- Links with other peacebuilding or recovery programming or frameworks and normative frameworks on women, peace and security;
- Cost and finance mechanisms.

5.3.4 DDR programme logical framework

The structure of the logical framework used in planning a DDR programme may change, but it shall include certain core elements, regardless of alterations in design. These are:

- **Narrative summary/cause and effect** of goals, objectives, outputs and inputs, which should also include reference to the theory of change underpinning the DDR strategy;
- **Indicator list** quantifying the change that can be measured, which should always be disaggregated by sex and gender;
- **Data sources** for the indicators/means of verification;
- **Assumptions** and risks behind the data in the narrative summary and indicators.

The basic logical framework created during the design of a DDR programme shall be substantially elaborated upon in order to form the appropriate monitoring and evaluation framework.

TABLE 2: BASIC DDR PROGRAMME LOGICAL FRAMEWORK

CAUSE AND EFFECT	PERFORMANCE INDICATOR (DIS-AGGREGATED BY GENDER/AGE)	DATA SOURCE/DATA VALIDATION	ASSUMPTION
<p>DDR PROGRAMME GOAL</p> <p>The higher-level goal to which the DDR programme (along with others) will contribute.</p>	<p>Likely to be a standardized indicator.</p>	<p>Evaluation (define precise source).</p>	<p>Conditions or factors related to the goal over which the project either chooses not to exert control or does not have control.</p>
<p>DDR PROGRAMME OBJECTIVE</p> <p>The expected impact of the DDR programme. The change for participants and beneficiaries, systems, and institutions because of the combination of DDR outputs and assumptions.</p>	<p>Measures that describe the accomplishment of the DDR goal.</p>	<p>Evaluation and monitoring (define precise source).</p>	<p>Conditions or factors related to the objective over which the project either chooses not to exert control or does not have control.</p>
<p>DDR PROGRAMME OUTPUT</p> <p>The DDR programme intervention – what the DDR programme can be held accountable for. These are the DDR programme deliverables.</p>	<p>Indicators that measure the means to achieving the impact of the DDR programme.</p>	<p>Evaluation and monitoring (define precise source).</p>	<p>Conditions or factors related to the outputs over which the project either chooses not to exert control or does not have control.</p>
<p>DDR PROGRAMME ACTIVITY</p> <p>The main actions that must be taken to accomplish the DDR outputs.</p>	<p>Includes the input and resource allocation, budget by component and/or subcomponent.</p>	<p>Evaluation and monitoring (define precise source).</p>	<p>Conditions or factors related to the activity over which the project either chooses not to exert control or does not have control.</p>

Logical frameworks shall be participatory and flexible. Participatory implies that developing a logical framework is a collaborative process, including within the UN family and through engaging the input and buy-in of DDR stakeholders, including Government (see IDDRS 3.21 on DDR Process Stakeholders). Buy-in and commitment ensures the implementation readiness of DDR.

There are advantages and potential limitations when applying the logical framework approach in planning and management.

TABLE 3: POTENTIAL ADVANTAGES AND DRAWBACKS OF A LOGICAL FRAMEWORK APPROACH

POTENTIAL ADVANTAGES	POTENTIAL DISADVANTAGES
<ul style="list-style-type: none"> ■ It provides a clear guide for DDR practitioners to ask the right questions regarding all aspects of the programme, including cause and effect, and responsibility. ■ It clearly links inputs, outputs, outcomes and factors in the external environment. ■ It clearly links activity to defined anticipated results. ■ It fosters common understanding, common methodology, common approach and a common language among institutional stakeholders. 	<ul style="list-style-type: none"> ■ Practitioners may apply the logical framework too rigidly. It should not prevent the intervention and DDR staff from being responsive, flexible and innovative. ■ Practitioners may come to rely on the logical framework without due consideration of other guidance and project management tools. ■ Logical frameworks can sometimes be used to overemphasize results, to the detriment of considering how to improve implementation.

5.3.5 DDR institutional arrangements and partnerships

DDR practitioners should devise a description of the DDR institutional and implementation arrangements that aligns with the description contained in the DDR strategy. This delineates how a DDR programme will be implemented, including the Government institutions, their internal working arrangements and their expected cooperation on implementation. Authorities responsible for coordination will be designated in this phase of DDR programme design, as will timelines, benchmarks and implementation. DDR practitioners should link implementation arrangements to financial management, procurement planning, and procurement risk and mitigation measures.

Institutional implementation arrangements include a description of resource partners (such as donors), Government (central and local levels), nongovernmental organizations, civil society organizations and community-based organizations, including women’s organizations. Based on an assessment by the implementing partners of other participating actors, such as the community and community leaders, including women leaders, overviews of roles and responsibilities should be documented. At the highest level, such an overview would specifically indicate the aspects of a DDR programme that are Government implemented or directly implemented by the UN or a third party.

Joint implementation units and strategic, operational and technical bodies that will be part of the coordination, implementation or management arrangements should be described. The description should include composition, functions and any coordination support that may be required. Any inter-organizational relationships should be highlighted, and consideration should be given to how these relationships can strengthen cross-sectoral collaboration that will in turn maximize the impact of the DDR programme.

DDR requires a strategic approach to partnerships, including national Government counterpart(s), implementing and financial partners. In planning for and documenting the partnerships that will implement a DDR programme, practitioners and policymakers shall consider the relevant aspects of inter-stakeholder dynamics. These dynamics will be complex, given the nature of DDR and the political and security aspects involved.

Partnerships include non-institutional stakeholders and conflict-affected communities. Given the community-focused nature of DDR programmes, practitioners

Given the community-focused nature of DDR programmes, practitioners shall ensure where possible that the community is considered a key partner in the planning phase

shall ensure where possible that the community is considered a key partner in the planning phase. When doing so, direct and indirect impact shall be considered, as shall potentially negative impacts and strategies to mitigate them. These impacts shall be considered also from age and gender perspectives, as the impacts can be

different for men and women, boys and girls. The consideration of potential negative impacts shall directly link to the wider consideration of safeguarding and adhere to the principle of 'do no harm'.

Partnerships include due consideration of how capabilities within and outside of UN DDR teams will be leveraged to achieve results. This planning can include how capabilities in other UN agencies may be drawn upon to improve the effectiveness, efficiency, relevance and sustainability of DDR programmes (see IDDRS 3.42 on DDR Personnel and Staffing Capacities).

Where relevant, partnerships should include due consideration of the role of UN military personnel (see IDDRS 4.40 on UN Military Roles and Responsibilities) and UN Police (see IDDRS 4.60 on UN Police Roles and Responsibilities).

In mission contexts, UN DDR practitioners will develop RBB frameworks that in turn will be submitted to UN Department of Peace Operations as the basis for cost estimates for the DDR programme. Mission budget officers who specialize in the development of RBB frameworks shall assist with the development of this budgeting tool (see IDDRS 3.41 on DDR Finance and Budgeting).

To inform RBB frameworks for a DDR programme, UN DDR practitioners shall document and fully consider the estimated cost of each input, including likely additional cost and contingency. A clear documentation of the contribution of DDR partners to the programme should be provided. This includes the contribution of Government and resource partners.

In the case of Government, UN DDR practitioners shall describe the conditions that the Government needs to establish in order to commence activities and ensure implementation. They shall describe the inputs that the Government is committing to the DDR programme. These may include financial inputs and in-kind contributions (such as facilities, resources, services, equipment, staffing, leadership functions, customs clearance and clearance of international personnel). Any description should be linked to the narrative description of national ownership of DDR (see IDDRS 3.30 on National Ownership and National Institutions for DDR).

In the case of resource partners, UN DDR practitioners shall clearly identify them and what they are providing to assist the UN to implement a DDR programme. This information should be monitored and updated throughout the programme implementation, as should the data on the sources of UN financing. If co-financing is being considered, then this should be clearly documented, explained and monitored (see IDDRS 3.50 on Monitoring and Evaluation of DDR).

5.3.6 Operational, administrative and technical support

DDR practitioners shall clearly document responsibilities and reporting lines for the DDR programme across all components and activities. In doing so, they shall pay attention to national coordination mechanisms and reporting relationships with Government, the UN DDR teams and partners. Budgetary implications shall be documented and managed through the appropriate mechanisms for operational support. Implementation is likely to require a mix of UN, national and international expertise that shall operate under the appropriate supervision and guidance mechanisms. Planning for implementation shall envisage technical backstopping requirements, supervision, support and support visits by relevant technical officers. The location from where technical support officers will be sourced shall be identified as well as oversight and supervision by the relevant field office or headquarters as well as a description of the nature of the technical support that will be provided such as backstopping or information/expertise support.

5.3.7(a) Information management

A comprehensive information management and sharing strategy shall be developed to ensure that information utilized during a DDR programme is collected, analysed, and disseminated in the appropriate manner, with the appropriate safeguards and to the appropriate partners. Where relevant, the information management strategy should link to the DDR programme's public information and strategic communication strategy (see IDDRS 4.60 on Public Information and Strategic Communication in Support of DDR and IDDRS 5.10 on Women, Gender and DDR) and to the DDR programme's monitoring and evaluation strategy (see IDDRS 3.50 on Monitoring and Evaluation of DDR).

5.3.7(b) Work planning

Because DDR programmes have components that will be implemented in a non-sequential manner and that will have their own (often interrelated) outcomes and outputs, each component should have a dedicated logical plan outlining objectives, outcomes, outputs and indicators (with corresponding targets). The next step in DDR programme design is to combine all preceding analysis and each component-level logical framework to create detailed work plans for the implementation of the DDR programme.

Any such work plan at the DDR component and subcomponent levels should disaggregate all activities. The following is a guide to some of the levels that may be included in a work plan.

- Activities to be implemented
- Tasks per activity
- Required inputs (including human, material and financial)
- Output and output indicators
- Baseline values (if in existence)
- Actors responsible for each task
- Actors responsible for logistical support (if relevant)
- Actors responsible for operational, administrative and technical support
- Actors responsible for coordination and supervision
- Actors responsible for implementation
- Risks and mitigating measures
- Monitoring responsibilities
- Timeframe
- Cost and financial allocations

Work plans are living, dynamic documents that should be updated periodically. They should provide day-to-day guidance to DDR practitioners on DDR programme implementation.

5.3.8 Results framework for monitoring

DDR practitioners shall describe the approach to results monitoring and evaluation and the implementation arrangements for monitoring and evaluation. This description may include systems to be created for DDR programme monitoring and evaluation, such as management information systems. It should also include the practical steps that will be taken to monitor results at goal, intermediate and activity level. Practitioners may include field arrangements and designated responsibilities at local level, institutions to collaborate in monitoring implementation and the frequency at which data will be collected (usually quarterly and annually). A full results and monitoring framework should be derived from the logical framework. This results framework may include the items in Table 4 at end and intermediate levels (see IDDRS 3.50 on Monitoring and Evaluation of DDR).

TABLE 4: Generic Full Results and Monitoring Framework

Indicator Name	Unit of Measure	Baseline	End Target	Frequency of Validation	Data Source or Methodology	Responsible Institution or Actors
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DDR practitioners may need to develop and monitor specific financial management and budgeting-linked indicators (see IDDRS on 3.41 Finance and Budgeting).

5.3.9 DDR risk management and operational risk assessment framework

DDR practitioners shall embed risk management in planning DDR programmes. Risks are first assessed during the creation of a DDR strategy. They shall be refined and given an operational lens in the programme design phase, as should risk management and risk monitoring. In line with the risk register created for DDR, at design phase DDR practitioners shall provide a detailed narrative description of risks and risk mitigation, including concrete activities and steps to be taken during design and implementation. (For more information, see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures.)

5.3.10 Designing a transition strategy for DDR programmes

The third phase of the UN programming cycle is continuation/transition. The design and principles of any transition shall be embedded in planning a DDR programme and be subject to revision and/or updating, depending on the context and progress during implementation.

As stipulated in DDR strategic planning, all DDR programmes shall have a transition/exit strategy (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures). This strategy should be designed so that it can facilitate a smooth transition or handover period, whereby arrangements for the continuation of activities and impacts beyond the lifetime of the DDR programme can be actioned, and an appropriate handover to other stakeholders can be secured without jeopardizing the positive impact achieved during the lifetime of the DDR programme. A foundation of the transition strategy is ensuring sustainability of impact and, where appropriate, sustainability of activities beyond the lifetime of the DDR programme itself. The degree to which DDR can contribute to sustainable impact on peacebuilding and stability is linked to ensuring national stakeholders have capacity and commitment.

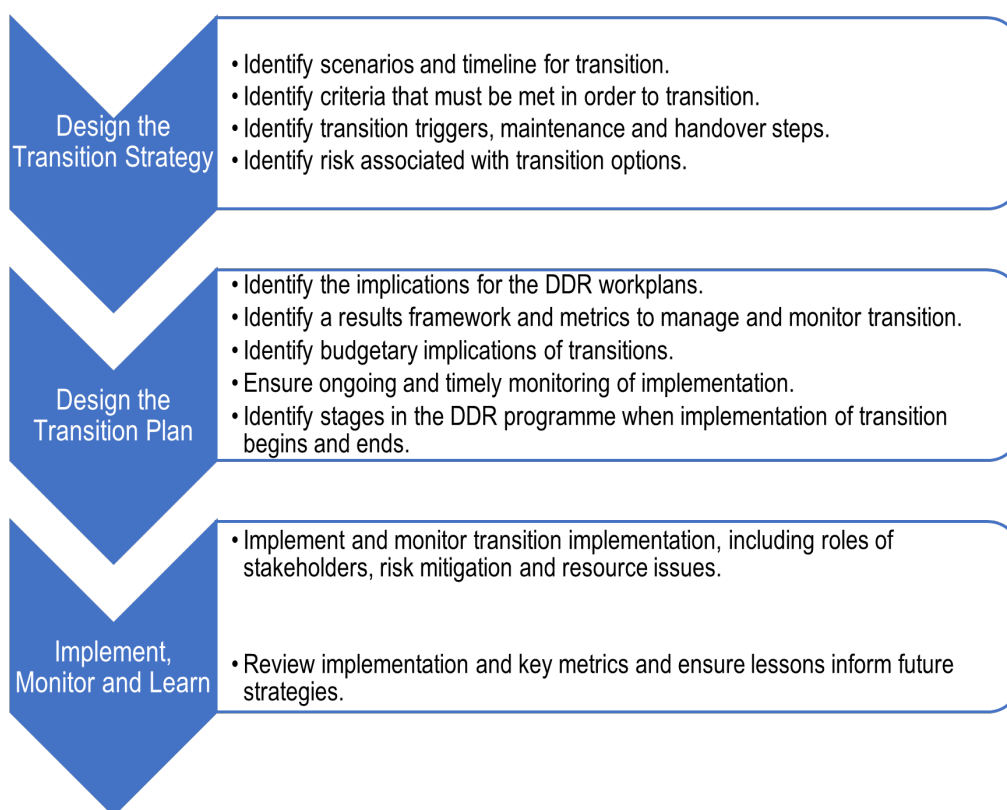
Because DDR is part of peacebuilding, transitioning must be done in a manner that mitigates the risk of relapsing into conflict, consolidates the strength of national institutions and national capacities .

Mission contexts shall have defined military preconditions for the exit of peace support operations in line with their mandates. In such a situation, exiting includes both the plan for disengaging military forces and the transition of full authority to local institutions. Even with military exits, there is likely to be a phasing down of engagement and a transition triggered by the end date (for military operations) and the end state (the conditions for an exit that should have in part been created by the military intervention).

For a DDR programme generally, transition involves planning the process of exiting. Because DDR is part of peacebuilding, transitioning must be done in a manner that mitigates the risk of relapsing into conflict, consolidates the strength of national institutions and national capacities (including for the management of a risk of return to violence that may be exacerbated by the wind-down of DDR activities). This reflects a basic principle of conventional aid logic: that the phase-out of aid should take place when the development partners are assured of the sustainability of outcomes.

Transition shall be tied to the achievement of results as described in the DDR programme results framework. Where necessary, additional technical and financial support should be provided to Government and other relevant stakeholders to manage the phase-out of UN implementation or UN assistance in DDR programmes. Transition requires its own dedicated plan with specific activities, metrics, timing, responsibilities and budgetary implications. As with DDR strategy and DDR programme design, transition planning should foster sustainability and mitigate risks, including the specific risks for women, men and marginalized groups. It should be reviewed regularly as the DDR intervention is implemented. The steps in Figure 2 should be agreed collaboratively.

FIGURE 2: PLANNING FOR TRANSITION IN DDR PROGRAMMES



5.4 UN support to Governments and national DDR institutions

UN agencies can support national Governments in translating their DDR strategy into a viable, effective DDR programme that is integrated, evidence-based, inclusive and well-funded (see IDDRS 3.30 on National Ownership and National Institutions in DDR). UN agencies supporting national Governments work in partnership with the UN system and other development partners at various levels of operation by acting as an impartial generator to disseminate and broker knowledge, provide policy advice, and offer technical support in alignment with their DDR mandate, departmental goals and national priorities. UN agencies also provide this support by creating effective platforms for learning and sharing DDR knowledge and experience among countries at the global, regional and national levels. UN support to Governments and national authorities shall be planned on the basis of comprehensive integrated assessments (see

IDDRS 3.11 on Integrated Assessments for DDR) and a consideration of whether conditions and context are appropriate for the kind of support being delivered by the UN agency. This includes considering what implications arise from the implementation environment and whether it is a mission or a non-mission context.

Annex A: Abbreviations

LFA	logical framework approach
RBB	results-based budgeting
SDGs	Sustainable Development Goals
UNSDCF	United Nations Sustainable Development Cooperation Framework

NOTE

Each IDDRS module is current with effect from the date shown on this page. As the IDDRS is periodically reviewed, users should consult the UN DDR Resource Centre web site for updates: <http://www.unddr.org>.

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