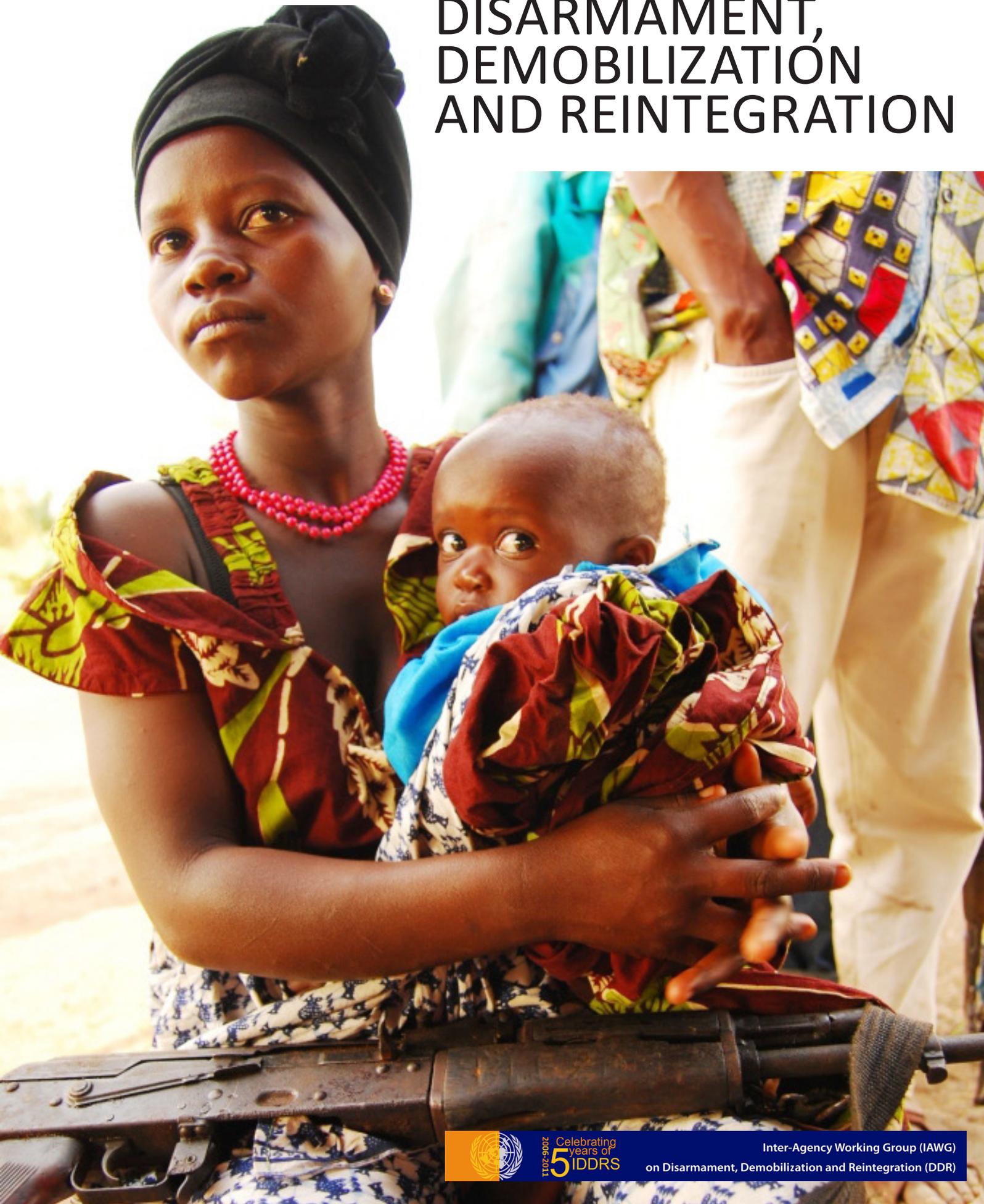


# HOW-TO GUIDE GENDER-RESPONSIVE DISARMAMENT, DEMOBILIZATION AND REINTEGRATION



Celebrating  
years of  
**5** IDDRS  
2006-2011

Inter-Agency Working Group (IAWG)  
on Disarmament, Demobilization and Reintegration (DDR)

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Acknowledgements: This How-to Guide has been developed by Louise Dietrich and Thomas Winderl, supported by Michelle Glasser under supervision of Glaucia Boyer. The guide has been further developed and finalized by Rosan Smits, Leontine Specker, Agnieszka Wisniewska, Simon Tordjman, Sarah Preston Hanssen and Laura Ronkainen.

This publication is available online at <http://unddr.org>

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## INTRODUCTION

Armed conflicts most often have profound implications for gender norms, roles and identities of both men and women. Not only do traditional roles and identities shift as a consequence of war, but men and women also live and perform acts of violence differently. As such, male and female ex-combatants and men and women in other ways associated with armed forces and groups also have distinct needs and points of resilience for peaceful reintegration. Disarmament, demobilization and reintegration (DDR) programmes aim to deal with post-conflict security problems that arise when combatants and associated groups are left without livelihoods and support networks. The Secretary-General has stipulated that DDR programmes must remove obstacles to participation by female combatants and women and girls associated with armed forces and groups, take women's and girls' special needs into consideration in programme design and offer female participants and beneficiaries with equal access to programme services<sup>1</sup>.

Not only does the transition from conflict to peace create a window of opportunity to promote gender equality, but DDR programmes also gain effectiveness and sustainability of results when different experiences of men and women, as well as the role of gender identities in expressing and experiencing violent behaviour, are addressed throughout the DDR process. For reasons of both efficiency and equity, therefore, the United Nations is committed to ensuring women's equal involvement as participants and beneficiaries in local development, employment creation, front-line service delivery and disarmament, demobilization and reintegration programmes in post-conflict situations<sup>2</sup>.

Although the awareness of the essentiality of incorporating gender considerations in DDR has increased, it does not always translate into practical implementation and mainstreaming gender in DDR programmes. Among other things the reasons for this include narrow understanding of the concept of gender and lack of skills, resources or coordination during planning and implementation of the programmes.

This guide provides step-by-step instructions on how to practically translate gender considerations into DDR programming. It is designed to complement the gender-specific guidance included in the United Nations Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS)<sup>3</sup>.

### 1. ABOUT THIS GUIDE

The objective of this How-to Guide is to provide practical guidance for DDR practitioners to better address key gender issues in order to increase the effectiveness and sustainability of DDR programmes. It aims to increase DDR practitioners' ability to take into consideration the different needs and capacities of female and male ex-combatants, supporters of armed forces and groups and their dependants.

This guide, together with UNDP's 8 Point Agenda on strengthening gender responsiveness in conflict prevention and recovery and the UNDP/BCPR's Gender and DDR Strategy, constitutes a coordinated approach to supporting the implementation of international mandates related to gender equality in a crisis prevention and recovery setting.

1 United Nations Security Council (2010): Women's participation in peacebuilding: Report of the Secretary-General. 7 September 2010, A/65/354-S/2010/466.

2 Ibid.

3 Inter-Agency Working Group on Disarmament, Demobilization and Reintegration (2006): Integrated Disarmament, Demobilization and Reintegration Standards.

### **Box 1: International commitments for gender issues in peace and security**

#### **UN Security Council Resolution 1325 (2000) – Women, Peace and Security**

The resolution links women to the peace and security agenda, reaffirming the important role women play in the prevention and resolution of conflict. Further, it stresses the need to increase women's role in decision-making. With respect to DDR, it specifically "encourages all those involved in the planning for DDR to consider the different needs of female and male ex-combatants and to take into account the needs of their dependants".

#### **UN Security Council Resolution 1820 (2008) – Women and Peace and Security**

The resolution explicitly recognizes the use of sexual violence as a tactic of war and acknowledges the role of women and girls in the maintenance of international peace and security. It also stresses the need to recognise sexual violence as a security issue and as such, it is to justify a security response. With respect to DDR, it requires addressing the stigma and shame that women encounter and asserts the importance of women's participation in all processes related to ending sexual violence.

#### **UNDP's 8 Point Agenda (8PA)**

The 8 Point Agenda is a strategic framework for action and advocacy, which was endorsed by the UNDP Administrator in November 2006. It represents UNDP's commitment to implementing the UN Security Council Resolution 1325 on Women, Peace and Security (2000). Its objective is to:

1. Strengthen women's security in crisis;
2. Advance gender justice;
3. Expand women's citizenship, participation and leadership;
4. Build peace with and for women;
5. Promote gender equality in disaster risk reduction;
6. Ensure gender-responsive recovery;
7. Transform government to deliver for women;
8. Develop capacities for social change.

## **The IDDRS, the Operational Guide and the How to Guide**

In 2006, the United Nations issued the Integrated DDR Standards (IDDRS), and an accompanying Operational Guide to the IDDRS (OG), which set out the collectively agreed standards to plan, manage and implement effective DDR programmes. Gender equality was both mainstreamed throughout the standards and addressed in a specific chapter on Women, Gender and DDR (chapter 5.10). This How-to Guide was written to complement the IDDRS and OG, providing additional practical guidance towards achieving gender-responsive DDR programmes.

IDDRS Module 5.10 provides guidance on how to strengthen gender-responsiveness in the different phases of DDR programmes. This guide supplements the standards by introducing a gender responsive DDR programme cycle including pre-programme processes, planning, implementation, monitoring and evaluation and programme closure. In addition to this How-to Guide, more policy guidance and country specific examples on the linkages of gender and DDR can be found in the UNDP report 'Blame it on the War? Gender Dimensions of Violence in Disarmament, Demobilization and Reintegration (DDR)'<sup>4</sup>.

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<sup>4</sup> UNDP (2011): 'Blame it on the War? Gender Dimensions of Violence in Disarmament, Demobilization and Reintegration (DDR)'.

## Who should use this guide?

This How-to Guide is intended to be used by DDR practitioners at the strategic, management and implementing levels. It is especially useful for anyone interested in improving their competence in mainstreaming gender issues in DDR, which is, one of the key requirements of UNDP's results-based management cycle<sup>5</sup>. A particular target audience is the gender focal points (GFPs) within DDR programmes.

This guide may also be used by national partners, such as national ministries in charge of overseeing DDR, national DDR commissions, regional and local governments, as well as international organizations and practitioners working in transitional and recovery frameworks.

## How to use this guide?

This guide can be used as a combination of a practical manual, toolkit and a reference guide. It consists of the following sections:

- How-to Guide contains advice on operationalizing IDDRS guidance in a gender-responsive manner, following the results based management cycle. Each programme cycle phase is broken into step-by-step guidance on key considerations and action points to make the DDR programme more gender-sensitive.
- Resource Package contains a set of practical tools such as templates, samples, checklists and key questions to facilitate gender-responsiveness in DDR.
- Programme examples illustrate good practices of how certain programme cycle elements can be made more gender-responsive.
- A bibliography referencing the reader to further reading and recent publications related to DDR and gender.

## 2. GENDER AND DDR

While it is increasingly recognized that gender identities can play a role in continued patterns of violence and aggression among ex-combatants, DDR programming has lacked a sufficient framework to understand and address the different experiences of men and women in the DDR process and the role of gender identities in violence, both of which are crucial for increasing the effectiveness and sustainability of DDR programmes.

### Defining gender

Whereas sex refers to biological differences between men and women, gender is a relational term that refers to the socially constructed norms around roles, behaviours and attributes associated with being male and female and the relationships between women, men, girls and boys, as well as within same-sex groups. These attributes, opportunities and relationships are socially constructed and are passed on through socialization processes. They are context- and time-specific and changeable.

<sup>5</sup> For more information, please refer to UNDP (2002): 'Results Based Management: Concepts and Methodology'. Online: <http://web.undp.org/evaluation/documents/RBMConceptsMethodgyjuly2002.pdf>.

Thus, gender differences are not the same as biological sex differences. For instance a woman's ability to bear children is related to her sex (biologically determined), whereas men being expected to be providers for their families is related to gender (learned or culturally determined). Gender identities are changeable over time, vary between cultures and are affected by changes in social, political, economic and security conditions. By calling attention to these identities this guide does not want to reinforce gender stereotypes, but rather works towards transforming them in order to achieve gender equality and to reduce the risk of violence and conflict in a peace building setting.

### **Box 2: Gender: A definition**

The social attributes and opportunities associated with being male and female and the relationships between women, men, girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender is part of the broader sociocultural context. Other important criteria for sociocultural analysis include class, race, poverty level, ethnic group and age. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity).

The concept of gender is vital, because, when it is applied to social analysis, it reveals how women's subordination (or men's domination) is socially constructed. As such, the subordination can be changed or ended. It is not biologically predetermined, nor is it fixed forever. As with any group, interactions among armed forces and groups, members' roles and responsibilities within the group, and interactions between members of armed forces/groups and policy and decision makers are all heavily influenced by prevailing gender roles and gender relations in society. In fact, gender roles significantly affect the behaviour of individuals even when they are in a sex-segregated environment, such as an all-male cadre.

IAWG (2006): Integrated DDR Standards

### **Basic principles for gender-responsive DDR**

In order to make a DDR programme gender-responsive, the programme cycle needs to be planned, implemented, monitored and evaluated in a gender-sensitive way. Gender-sensitivity means recognizing the specific needs and realities of women, men, girls and boys based on the social construction of gender roles<sup>6</sup>. Through acknowledging these needs and existing ideas of masculinities and femininities, gender-responsive programmes address the different vulnerabilities of women, men, girls and boys, and build on their different capabilities to act as agents of change.

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<sup>6</sup> Definition of "gender-sensitivity" taken and moderately adapted from: WHO (2007): 'Engaging men and boys in changing gender-based inequity in health: Evidence from programme interventions', p. 4.

A gender-responsive DDR programme is based on three general principles:

– Gender equality

The programme recognizes and supports the equal rights, responsibilities and opportunities of women, men, girls and boys in DDR processes. This does not imply that women and men become the same, but that the programme takes into consideration the different needs and priorities of both groups.

– Non-discrimination, fairness and equitable treatment

The DDR programme discriminate against individuals on the basis of sex, gender, age, race, religion, nationality, ethnic origin, political opinion, or other personal characteristics or associations. For DDR programmes to ensure fair treatment of women, men, girls and boys according to their needs, special measures might need to be put in place to compensate for social or historical disadvantages. Thus, equitable treatment might include equal treatment of all groups or different treatment that is considered equivalent in terms of rights, benefits, obligations and opportunities<sup>7</sup>.

– Centred on people

The DDR programme recognizes that people representing different sexes and gender, as well as those of differing ages and physical ability have different support needs. The programme activities have to be culturally sensitive, appropriate and relevant, and offer specifically designed services for each group.

Building on these principals, gender-responsive DDR programmes strive to reach gender-responsive objectives that are non-discriminatory, equally benefit women and men and aim at correcting gender imbalances. While it is not always feasible to explicitly mention gender issues in the overall DDR programme objective (e.g. to contribute to peace, reconciliation and development in the society), it is nonetheless important to remember that gender considerations are an essential part of reaching this objective and making the results sustainable.

## **Gender considerations in DDR**

In general, the following aspects should be considered when designing a DDR programme or improving it to be more gender-responsive:

Women, men, girls and boys are socialized in different ways and different behaviours are expected from them. Women and men perform different roles in the society and these roles are often valued differently. Similarly, armed conflict impacts women and men differently and requires their specific needs to be taken into account after the conflict has ended. Differences are seen in patterns of recruitment and in the roles men and women play within armed groups. They may thus also have different needs, consider different things important and make different choices in DDR contexts.

Women and men are integral parts of the same society. Interventions on one part of society will unavoidably have an impact on the other, either improving situations or creating tensions. Above all, gender considerations form the basis to the social relations within which individuals and groups act. Gender-responsive DDR programmes may facilitate women's empowerment, but the overall aim is on working with the society as a whole.

Groups of women and men are highly heterogeneous. There are important differences not only among

<sup>7</sup> Definition of "equitable treatment" taken and moderately adapted from: ILO (2007): 'ABC of women worker's rights and gender equality', p. 92.

groups, but also within them. Sub-groups exist based on age, education, class, caste, religion, sexual preference, ethnicity and race among others. Women and men have a series of different identities, which can emerge as dominant in different moments and contexts. Gender identity is not necessarily tied to sex. For example female ex-combatants' behaviour can be considered masculine by the women and men in their communities, and thus there is neither "automatic sisterhood" among women nor "automatic brotherhood" among men.

Although women experience a wide range of violence, not all women are victims and not all perpetrators are men. Whereas women may be more vulnerable to sexual violence, men may be more vulnerable to homicide and forced recruitment. Both men's and women's vulnerabilities depend on external and structural factors affecting masculinities and femininities, rather than on their sex. A DDR programme is more effective if it builds on the capacities, strengths, skills and points of resilience of women and men, while taking gender-specific vulnerabilities into consideration.

Men have gender-specific needs, too. DDR programmes have profound implications for gender identities of both male and female participants. Among young able-bodied males, DDR may lead to a masculinity crisis, which in turn can increase violent behaviour. For elderly or disabled men, on the other hand, it may create opportunities to renegotiate their masculinities vis-à-vis the existing hegemonic ideal of manhood. In some cases, ex-combatants may be perceived as a threat to elders or authorities within communities of return. They may face rejection or trigger conflict if reintegration is not supported. In the post-conflict period, youth may perceive that power has been returned to older male elite and thus feel excluded from decision making. On the other hand the elders, affected by the war years, during which youth humiliated and committed atrocities against elders and challenged social norms, might sometimes mistrust youth. These multi-layered impacts on how gender identities and perceptions of masculinities are formed must be taken into account in DDR programming.

Gender roles, identities and norms are fluid and may differ according to group and community. Within armed groups, gender roles, identities and norms often develop differently than in the communities of return. This may cause tremendous reintegration challenges for both female and male ex-combatants after the war has ended, if their gender-related expectations and behaviour no longer fit societal norms<sup>8</sup>.

Boxes 3 and 4 demonstrate some examples of how the women and men might experience the DDR process differently.

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<sup>8</sup> For more background on the gender dimensions of violence, please refer to: UNDP (2011): 'Blame it on the War? Gender Dimensions of Violence and Disarmament, Demobilization and Reintegration (DDR)'.

Box 3: Examples of gender dimensions in experiencing the DDR process

Losses during disarmament	Male ex-combatant-specific loss	Female ex-combatant-specific loss
<ul style="list-style-type: none"> <li>• Symbolic loss of identity as fighter through surrender of weapon</li> <li>• Loss of security and protection</li> <li>• Loss of power, respect and status</li> </ul>	<ul style="list-style-type: none"> <li>• Symbolic loss of power and manhood through surrender of one's weapon</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of some degree of equality, respect and protection gained in relation to male counterparts</li> </ul>
Losses during demobilization	Male ex-combatant-specific losses	Female ex-combatant-specific losses
<ul style="list-style-type: none"> <li>• War family</li> <li>• Economic support</li> <li>• Security and protection</li> <li>• Belonging, comradeship and social support</li> <li>• Identity and sense of purpose</li> <li>• 'Hero to zero' - loss of status and prestige</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of status and respect gained as a fighter</li> <li>• High-ranking men may gain key political positions in new government; however, lower ranking men may be passed over and experience disillusionment or feel betrayed by commanders</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of some degree of equality, respect and protection gained as a fighter</li> <li>• High-ranking women may be relegated to lower positions or be passed over for key political positions in the new government</li> <li>• WAAFG and dependants may be separated from male ex-combatants and lose source of social/economic support</li> </ul>

Box 4: Potential challenges and expectations faced by men and women during economic reintegration

Male ex-combatants	Female ex-combatants
<p>Expectations:</p> <ul style="list-style-type: none"> <li>• Expectation to be 'provider'</li> <li>• Expectation to acquire work that is considered 'manly'</li> <li>• Desire for job that provides a source of dignity and respect</li> </ul>	<p>Expectations:</p> <ul style="list-style-type: none"> <li>• Expectation to return to traditional domestic/caretaking role</li> <li>• Expectation to acquire job that is considered 'women's work'</li> <li>• More likely to accept lower status and lower paying jobs</li> </ul>
<p>Challenges:</p> <ul style="list-style-type: none"> <li>• Disempowerment due to limited livelihood and employment options and inability to fulfill expected 'provider' role</li> <li>• Accepting women's new role as 'provider' and the real or perceived competition they pose in the job market</li> </ul>	<p>Challenges:</p> <ul style="list-style-type: none"> <li>• Disempowerment due to lack of equal economic opportunities</li> <li>• Double burden of domestic and income-generation responsibilities</li> </ul>

### **Programme example 1:**

#### **Croatia - Addressing men's gender identities and needs**

Sixteen years after the end of the war, Croatia still faces challenges in terms of violence, particularly family violence. Men in the age of 30-50 - the age group that lived through the war - are one of the groups with the highest risk for committing acts of intimate partner violence. Violence in Croatia is highly gender-driven: the vast majority of armed crimes in Croatia are committed by men. Women represent 2% of the perpetrators, but constitute almost 50% of all victims, reflecting the gender aspect of domestic violence.

In order to address these persisting levels of violence, the Ministry of Interior and UNDP initiated an awareness raising campaign. The campaign tried to encourage citizens to report violence and promote awareness of the fact that family violence and violence against women are not only private matters. The overall aim of the project was to engage men and boys in preventing violent behaviour.

In order to achieve this, male role models, such as the President of Croatia recorded messages to support the campaign. To reach out to youth, the campaign used modern means of communication, such as a Facebook site named "Living a Life without Violence", featuring videos and other material.

### **Criteria for gender-responsive DDR**

For a DDR programme to be gender-responsive, it should address the different needs and capabilities of women, men, girls and boys in all aspects, including organizational arrangements, the programme cycle itself and external relations.

- Organizational arrangements are responsive to gender when gender capacity is mainstreamed in human resources, organizational structures and workflows, and information and knowledge management.
- A gender-responsive DDR programme cycle takes women and men's gender-specific needs and capacities into consideration in all of its stages (assessment, planning, design, implementation and monitoring and evaluation). Gender-responsive programme implementation is based on understanding the risks and opportunities related to gender norms in a given society, identifying and addressing gender-specific needs and capacities, and ensuring equal access to and benefit from DDR programme services.
- Gender-responsiveness in external relations means strengthening partnerships for gender equality in accordance with UNDP mandates, as well as collaborating with women and men's organizations and DDR implementing partners.

### **Box 5: Getting the concept right**

Gender-responsive DDR is NOT:

- Simply designating a gender focal point within the DDR programme;
- A one-off exercise;
- Ad hoc measures targeting women;
- A stand-alone chapter or section within a programme document or report.

### **Common gender gaps in DDR programmes**

Over the last decade progress has been made in acknowledging that the specific needs of female and male combatants and associated groups should be accounted for. However, DDR programmes typically face two key challenges in terms of gender:

- Low formal registration levels of women and girls;
- Insufficient attention to the specific needs of women, men, girls and boys.

Low formal registration of women and girls is characteristic for many DDR programmes. There is an inconsistency between numbers of women who participated in armed conflict and those who effectively register in DDR programmes. Female ex-combatants and women associated with armed forces and groups face complex barriers to formal registration and equal access to DDR programme benefits and services.

Due to this, a number of women and girls self-demobilize. As a result they are left alone to deal with war traumas, psycho-social distress and health problems. In addition, they do not receive financial support, skills development assistance or benefit from employment creation. Socially isolated and destitute – and often with dependants – women are more vulnerable to abuse and exploitation, such as human trafficking or prostitution. Exclusion of women from DDR programmes thus perpetuates cycles of sexual violence.

### **Box 6: Avoiding gender gaps in DDR programmes:**

- Understand that gender equality is a priority in DDR programmes;
- Acknowledge that gender-mainstreaming needs to start as early as possible;
- Ensure adequate funding through forward looking coordination in order to allow for comprehensive and systematic interventions and to overcome piecemeal approach;
- Include adequately trained personnel who understand both DDR and gender and have a proven expertise on gender-specific interventions;
- Ensure that sex-disaggregated data is analysed and effectively used during planning and design of the programme.

Reasons for low registration levels are often gender-related. For example, existing gender-norms may prevent women from making themselves known as a member of an armed force or group out of fear for social stigma. The DDR programme itself might also exclude women through gender-insensitive public information campaigns or by setting narrow eligibility criteria.

DDR programmes typically do not sufficiently address the gender-specific needs of either women and girls or men and boys. To date, the focus of efforts to integrate gender into DDR policy and programming has been on addressing the particular needs of female ex-combatants and women associated with armed forces and groups (WAAFG). On the other hand, although the majority of DDR programme participants are men, DDR policy and programming guidance often neglect the fact that men are also being shaped by changing norms around manhood. Thus men's experiences of DDR and their reintegration into society is often not addressed from a gender-perspective.

Recognizing that for both men and women the conflict-affected gender identities can play a role in continued patterns of violence and aggression, DDR programmes can also offer unique opportunities to address issues such as post-traumatic stress disorders, intimate partner violence and overall levels of violence in post conflict societies.

## Links to Resource Package

RESOURCE 1: Checklist for a rapid gender assessment of a DDR programme

## Further Reading

Barth, E. (2002): 'Peace as Disappointment: the Reintegration of Female Soldiers in Post-Conflict Societies: A Comparative Study from Africa', International Peace Research Institute (Prio), Oslo.

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United Nations Development Programme (2011): 'Blame it on the War? Gender Dimensions of Violence in Disarmament, Demobilization and Reintegration (DDR)'.

## Relevant Links

Peace Women, Women's International League for Peace and Freedom: <http://www.peacewomen.org/>

UN DDR: [www.unddr.org](http://www.unddr.org)



## I. HOW TO INITIATE GENDER-RESPONSIVENESS DURING THE PEACE PROCESS

Peace agreements have become relevant roadmaps for peace building, defining strategic priorities for stabilisation and state reform. As such, peace agreements often offer important platforms for gender-sensitive policy making and programming for security and development. Peace negotiations and agreements also lay the groundwork for DDR processes and are therefore the first entry point for anchoring gender considerations in future DDR programmes.

Women's participation in peace building is not only a matter of women's and girls' rights, but women are also crucial partners in building lasting peace through economic recovery, social cohesion and political legitimacy<sup>9</sup>. Practice has shown that peace negotiation teams' gender and DDR capacity and women's participation in peace processes are prerequisites for efficiently addressing gender issues in DDR. Although not all women in decision making positions apply a gender perspective to peace building, they are more likely to do so than men, partly because they are more accessible to other women<sup>10</sup>. In order to maximise the potential for gender-responsive DDR processes, gender-sensitivity should be part of all stages of the peace process, including peace negotiations, the peace agreement and post-conflict planning frameworks.

The following steps are recommended to lay groundwork for gender-responsive DDR during the peace process:

- Build gender and DDR capacity of peace negotiation teams;
- Ensure women's participation in peace negotiations;
- Include gender provisions in DDR agreements;
- Link security to sexual and gender-based violence;
- Mobilise financial resources for gender-responsive DDR.

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9 United Nations Security Council (2010): Women's participation in peacebuilding: Report of the Secretary-General. 7 September 2010, A/65/354-S/2010/466.

10 Ibid.

## **Step 1: Build gender and DDR capacity of peace negotiation teams**

Understanding the implications of gender to DDR is crucial to the success of the process. To ensure meaningful incorporation of gender considerations in DDR programming, the negotiation teams need to have relevant knowledge of both issues.

Action points:

- Strengthen gender experts' capacities in DDR and support their involvement in drafting DDR provisions in peace agreements.
- Develop trainings to increase gender awareness of both male and female mediators before they begin their assignment.
- Provide information about the DDR programme and process to any subsidiary bodies or sub-committees that facilitate gender-oriented non-party and NGO inputs and investments in the peace process.

## **Step 2: Ensure women's participation in peace negotiations**

Experience indicates that women's participation in peace negotiations and the inclusion of gender-responsive DDR provisions in peace agreements are connected. In addition to women participating in the negotiations as formal members of the negotiation teams, they also play an important role in local and community level peace building as members of the civil society. Equal participation in formulating the provisions for DDR lays the foundation for addressing gender-specific needs and points of resilience in the implementation process itself.

Action points:

- Support the development of a standardised protocol that ensures representation of civil society organizations, women's groups and gender equality advocates in formal peace negotiations and consultations related to DDR.
- Support gender balance in peace negotiation and DDR planning committees to ensure that at least 30% of the members are women or governmental institutions and departments with gender-related mandates. This can be achieved through developing incentives, such as conditioning funding and support to the inclusion of women in negotiating teams.
- Ensure that at least 15% of the financial support provided for peace negotiations is allocated to women's meaningful participation.

## **Step 3: Include gender provisions in peace agreements**

Peace agreements often work as a basis for the transitional legal framework. Gender-responsive DDR provisions in peace agreements can serve as an efficient means to hold national and international institutions accountable for taking gender into consideration when implementing the programmes. They can also serve as a way of lifting gender issues on the political dialogue. In order to lay a foundation for future DDR programmes, peace agreements should textually include gender considerations, addressing the issue beyond solely mentioning the presence of female combatants in armed forces and groups.

Action points:

- Encourage the inclusion of a thorough analysis of existing gender roles, identities and norms of combatants and communities in the DDR provisions.
- Promote the recognition of women, men, girls and boys associated with armed forces and groups as equal participants of DDR programmes along with female and male ex-combatants.
- Ensure that the peace agreement specifies the significant representation of women and gender focal points in national DDR commissions and other bodies mandated to design, manage and evaluate DDR programmes and processes.

#### **Step 4: Link security to gender-based violence**

As a critical security component of peace agreements, DDR programmes must work together with other security actors in addressing the implications of the conflict to gender-based violence and especially sexual violence. Elevated levels of sexual violence accompany almost all conflicts<sup>11</sup>, and thus many former combatants and members of associated groups – women as well as men – have experienced, witnessed or committed acts of sexual or gender-based violence. Changing gender norms and identities, combatants' socialization to violence and resulting continued patterns of aggression pose a threat to security in post-conflict and peace building settings. Therefore, peace agreements should include textual provisions regarding sexual- and gender-based violence in relation to the DDR processes. Special emphasis should be put on breaking the continuation of violent behaviour within the new security sector through merging, shrinking and retraining them via DDR programmes.

Action points:

- Ensure that the peace agreement recognize the threat of sexual violence as well as the need for identifying perpetrators and prohibiting their recruitment into national security forces.
- Ensure that peace agreement recognizes the need for gender-responsive reconciliation and public safety programmes for communities receiving large numbers of ex-combatants.

#### **Step 5: Mobilize financial resources for gender-responsive DDR**

Besides supporting the textual inclusion of gender-responsive provisions in peace agreements, adequate measures should be taken to ensure their actual implementation to ultimately enable greater gender sensitiveness of DDR programmes. From the very outset of the conflict, post-conflict needs assessments should specifically plan to dedicate and allocate appropriate funding to ensure that gender-responsive provisions are actually implemented.

In the areas of rule of law and security, including DDR, in post-conflict settings, the current level of resources allocated for gender-specific issues is low. A review of six Post-Conflict Needs Assessments (PCNAs) conducted since 2002 shows that only 0.9% of them mention gender in relation to DDR on the outcome level, 0.1% at the activity level and none at the indicator level. Only 0.4% of the overall budgets allocated for these six PCNAs were appointed for funding gender-related DDR issues<sup>12</sup>. It is important

11 United Nations Security Council (2010): Women's participation in peacebuilding: Report of the Secretary-General. 7 September 2010, A/65/354-S/2010/466.

12 Study conducted for this How-to Guide, based on the database that was used for the UNWOMEN publication "Women's Participation in Peace Negotiations: Connections between Presence and Influence", in UNWOMEN (2010):

to include gender in the design of PCNAs in order to lay the groundwork for resource mobilization for gender-related DDR initiatives.

Implementing gender-sensitive DDR programme elements requires substantial financial resources. Whereas disarmament, demobilization and up to one year of reinsertion support are funded from assessed budgets, reintegration programmes are covered from voluntary donor contributions. Thus, particularly in relation to reintegration, financial resources for gender-specific activities will need to be secured as early as possible in the planning phase of a DDR programme.

Voluntary contributions regularly come from bilateral donors, in-kind contributions, national governments, UN agencies, loans from international financial institutions and the private sector. Overall, it is advisable to be creative, timely and cooperative and to engage with donors who place gender issues high on the agenda, while also trying to get new donors engaged. Trust funds and fund raising mechanisms, such as donor conferences and consolidated appeals processes (CAPs) and post-conflict needs assessments (PCNAs) may offer alternative funding sources. Donor conferences serve as catalysts for the pledges and commitments made by the donors for post-conflict reconstruction and peace building strategies. It is therefore critical that women and gender experts participate not only in peace negotiations, but also in donor conferences to ensure that the pledging process considers and addresses gender-specific DDR priorities.

Be aware that timing is crucial, as different funding allocation cycles will affect the planning of the overall DDR programme.

Action points:

- Ensure that funding is specifically allocated to women’s and gender issues in the peace building framework. Track that the minimum of 15% of programme budgets, stipulated in the Secretary-General’s report on women’s participation in peace building (A/65/354–S/2010/466), is reached.
- Make sure that sufficient resources are allocated for the reintegration of female ex-combatants and women, men, girls and boys associated with armed groups.
- Encourage national DDR commissions to work closely with government ministries in charge of gender and women’s affairs, and – especially where governments are responsible for all or part of the DDR process – with women’s peace-building networks.
- Support gender equality advocates and (women’s) civil society organizations to create a joint agenda and action plan for peace building and reconstruction. This can be reached for example through organizing a national gender symposium in preparation of the donor conference.
- Make sure that female leaders participate in donor conferences and that their priorities are included in the outcome document.

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‘Resources on Women, peace and security’. Online: [http://www.unifem.org/materials/item\\_detail.php?ProductID=186](http://www.unifem.org/materials/item_detail.php?ProductID=186)).

## Links to Resource Package

RESOURCE 2: Examples of gender-sensitive provisions for peace and DDR agreements

## Further Reading

Arnault, J. (no date): 'Good Agreement? Bad Agreement? An Implementation Perspective', Center of International Studies, Princeton University, Princeton. Online: [www.stanford.edu/class/psych165/Arnault.doc](http://www.stanford.edu/class/psych165/Arnault.doc).

Bell, C. and O'Rourke, C. (2010): 'Peace Agreements or Piece of Paper? The impact of UNSC Resolution 1325 on Peace Processes and their Agreements', *International and Comparative Law Quarterly*, 2010, 59.

Chinkin, C. (2003): 'Peace Agreements as a Means for Promoting Gender Equality and Ensuring the Participation of Women', United Nations Division for the Advancement of Women, EGM/PEACE/BP.1.

Koppell, C. and O'Neill, J. (2010): 'Gender Symposia during Donor Conferences: A Model to Guarantee Women Leaders a Voice in Setting Priorities for Reconstruction', The Institute for Inclusive Security.

UN General Assembly (2010): 'Women's Participation in Peacebuilding: Report of the Secretary-General', 7 September 2010, A/65/354-S/2010/466.

UN WOMEN (2010): 'What Women Want: Planning and Financing for Gender-Responsive Peacebuilding'.

UN Women (2010): "Women's Participation in Peace Negotiations: Connections between Presence and Influence", in UN Women (2010): Resources on Women, Peace and Security. Online: [http://www.unifem.org/materials/item\\_detail.php?ProductID=186](http://www.unifem.org/materials/item_detail.php?ProductID=186).



## II. HOW TO PLAN AND DESIGN GENDER-RESPONSIVE DDR PROGRAMMES

In order to ensure that DDR programmes effectively and sustainably address the different experiences of men and women in the DDR process and acknowledge the implications of gender identities in relation to violence, gender perspective needs to be mainstreamed and addressed as early as possible in the design and planning of DDR programmes. This section provides guidance on how to integrate gender-sensitive elements into the DDR programme planning cycle, including:

1. The pre-planning phase;
2. The development of the DDR programme document.

### **Box 7: IDDRS 5.10 Guidance** **Gender-sensitive background information**

In the DDR programme planning phase, it is important that practitioners “gain a good understanding of the legal, political, economic, social and security context of the DDR programme and how it affects women, men, girls and boys differently, both in armed forces and groups and in receiving communities. Identify the different needs of women, men, girls and boys in accordance with the specific roles they played as combatants, supporters or dependants.”

## 1. ANCHOR GENDER CONSIDERATIONS IN THE PLANNING PHASE

Two steps are recommended to strengthen gender-sensitivity of DDR programme design and planning:

Step 1. Mainstream gender in pre-programme assessments;

Step 2. Identify partners and capacities to strengthen the gender-responsiveness of the DDR programme.

### Step 1: Mainstream gender in pre-programme assessments

Mainstreaming gender in pre-programme assessments for DDR means that the varying needs, capacities, interests, priorities, power and roles of women and men are made visible, both among programme participants and in receiving communities.

Note that mainstreaming gender in the assessment phase requires more than just the inclusion of gender-specific questions or components. Gender should be an analytical frame of reference in all pre-programme and contextual assessments in order to analyse the impact and influences of conflict and post-conflict realities on gender roles, identities and norms.

#### **Box 8: Three clusters of assessments generally inform the design of a DDR programme:**

- Pre-programme assessments are conducted by DDR programme specialists and include:
  - Socio-economic profiling of programme participants and beneficiaries, including specific psychosocial needs, general skills and competencies and perceptions towards returning ex-combatants by host communities;
  - Market surveys, including the absorption capacity of the local economy and identification of job opportunities. Stigmatization of typically male or female jobs should be avoided.
  
- Contextual factors and conflict dynamics, defining the peace building and stabilization environment, are assessed through:
  - Context analysis that addresses regional particularities, political, social and economic specifics and cultural aspects;
  - Conflict and security analysis, assessing the root causes and dynamics of the conflict and addresses opportunities and obstacles for peace and security.
  
- Gender-specific analyses bring out gender dimensions of violence, gender-specific vulnerabilities of women and men and the expected impacts of these gender dimensions and norms on DDR programmes.

Specific gender analyses can be carried out, but it is however important to note that disaggregation of data by sex and gender considerations reveal crucial information in all assessments.

## Action points:

- Ensure adequate gender expertise in the assessment team through:
  - Including international/national gender experts in the assessment team;
  - Deploying DDR experts together with gender specialists;
  - Training statement takers, information gatherers and interpreters on gender concepts and gender-specific methodology;
  - Ensuring that adequate funding is available in order to allow participation of relevant experts and informants;
  - Involving international, national and local experts and practitioners working on gender equality and women's empowerment through key informant interviews and validation sessions with stakeholders.
  
- Analyse gender dimensions in terms of:
  - Data: Gather sex-disaggregated qualitative and quantitative data and analyse gender roles and norms that it may reveal;
  - Roles, images and discourses: Assess gender dynamics, roles and images of a given society
  - Needs and points of resilience: Identify gender-specific needs, capacities, experiences and knowledge of women and men;
  - Power relations: Map women and men's access to decision making positions and resources;
  - Vulnerability: Assess gender-specific vulnerabilities among women and men.
  
- Translate assessment findings into recommendations:
  - Include key gender-responsive recommendations in the executive summary;
  - Mainstream gender dimensions throughout the findings in the narrative section and include gender-specific sections;
  - Record potential obstacles for both women and men's access to DDR programme benefits and services (e.g. lack of access to information, decision making, childcare facilities or means of transportation, stigmatizing gender norms or shifting gender identities as a result of the conflict and peace building process, insecurity);
  - Register the sources of data for further consultation and name key gender equality informants interviewed (if possible and safe).
  
- Validate assessment with key stakeholders:
  - Make sure that a validation workshop takes place with the participation of gender experts, gender resource persons, delegates from ministries in charge of gender and women's issues, key governmental organizations, international agencies, UN agencies and international organizations working on transitional or recovery frameworks.
  - Ensure inclusion of gender aspects at a strategic time during the validation workshop to ensure participation of key decision-makers and stakeholders;
  - Allow equal and sufficient speaking time for gender experts and reserve adequate discussion time.

### **Program example 2**

#### **Republic of the Congo: Identifying and profiling women associated with armed forces and groups during pre-programme assessment**

The long period of armed conflict in the Republic of the Congo influenced the economic and social situation of both civilian women and female ex-combatants and supporters of armed forces and groups. Women in the country had experienced large scale sexual assaults, battering and other violations, resulting in the spread of HIV infections. It was feared that women would be reluctant to join the DDR programme out of fear of stigmatization related to their conflict time past.

In the planning phase of the DDR programme, a survey was carried out to identify women associated with armed forces and groups (WAAFGs). The identified women were then organized in cooperatives where they received technical training on production, storage, processing and sale of commodities. These economic activities allowed women for the first time to engage in profitable and sustainable economic activities.

The UNDP country office in Brazzaville initiated a new community-based approach to enhance gender equality and ensure that WAAFGs would participate in DDR. Through mixing DDR participants with civilian women in vulnerable situations, the programme allowed WAAFGs to join DDR and benefit from reintegration services without obliging them to publicly unveil their past.

The initiatives to support and protect women were strengthened with strategic information and communication activities that included community meetings, radio programmes and other awareness raising initiatives. The programme also aimed at strengthening the capacities of women to emerge as community leaders through training sessions on leadership and gender issues. As a result, many of the women were able to participate in voting and other political processes in their communities.

### **Step 2: Identify partners, capacities, influence and interests**

Engagement with partners with specific gender and/or DDR expertise is crucial for the success of a gender-responsive DDR programme. During the pre-programme phase, it is therefore important to get a clear overview of the capacities, interests and influence of key stakeholders that could play a role in supporting the DDR programme.

Action points:

- Identify the existing financial, human and technical capacities and gaps in terms of gender among national counterparts, multinational organizations, and civil society actors ;
- Identify the influence that different partners may have in terms of the gender and DDR agenda;
- Identify the interest partners have in being involved in gender-specific elements of the DDR programme;
- Identify the main roles partners can play in the various phases of the DDR process, including a mapping of already existing initiatives that could be linked to the DDR programme.

## Box 9: Contingency planning – DDR pre-planning phase

What to do if no gender analysis took place in the pre-planning phase of a DDR programme?

Ensure political will and management support

- Ensure explicit and public support from management structures to fast track gender-responsiveness. Study the DDR monitoring and evaluation framework, existing reports and reviews and attain information on current and future programme and project opportunities;
- Ensure appropriate allocation of financial and other resources to gender-specific activities;
- Ensure active and meaningful participation of gender experts at yearly revisions of the monitoring and evaluation unit.

Map current and future projects

- Map on-going assessment processes;
- Consider possibilities to design and roll out gender-specific surveys.

Create and strengthen internal programme cooperation

- Talk to UN Country Team members involved in the DDR process and support their gender equality work, paying special attention to monitoring and evaluation specialists or unit.
- Create opportunities for knowledge exchange on gender dimensions of the DDR programme, e.g. through presentations, briefings and meetings;
- Communicate with relevant resource persons in headquarters and countries;
- Communicate with field offices and professionals with direct contact to DDR programme participants;
- Interview and engage with DDR colleagues to establish priority areas and entry points for gender equality work.

Strengthen external partnerships

- Identify key stakeholders to ensure gender mainstreaming. These might include ministries responsible for gender issues, women's organisations, men's groups engaged in promoting gender equality and international NGOs working on community-based gender-transformation among others;
- Identify and seize opportunities to raise gender on the agenda (e.g. International Women's Day, workshops, events, media);
- Invite external stakeholders with gender expertise to propose amendments on the conducted assessments.

Be proactive

- Identify the essential needs for analysis in order to make the pre-programme phase gender-sensitive;
- Identify likely future gaps in the programme design as a result of the lack of focus on gender at the pre-programme phase (i.e. what are the implications for the results framework, monitoring framework and evaluations);
- Be informed: conduct a desktop research and interview (local) gender experts.

## 2. MAKE PROGRAMME DOCUMENTS RESPONSIVE TO GENDER

The final step in designing a DDR programme is creating the synthesis in a single DDR programme document. A DDR planning document can be part of a United Nations Development Assistance Framework (UNDAF), a UNDP Country Programme or UNDP Country Programme Action Plan or a stand-alone DDR programme document. Whichever form it takes, a results-based UNDP programme document typically includes the following elements, each of which needs to be gender-sensitive:

- Contextual analysis and a strategic approach;
- Results and budgeting framework, outlining outputs, activities and inputs;
- Management arrangements;
- Monitoring and evaluation plan.

Gender considerations need to be explicitly included in all elements of the planning document. It is also considered a good practice to be sex-specific and explicitly refer to women and men wherever possible. This way gender perspective can be maintained throughout the planning and implementation of the programme.

In general, gender-sensitive planning documents should:

- Explicitly mention the approach taken to gender in the given context, with specific references to international mandates related to gender (e.g. Security Council Resolutions 1325 and 1820), UNDP's existing commitments (e.g. policy frameworks) and existing national commitments (e.g. CEDAW);
- Include explicit entries on what immediate, gender-specific results, products and services, are expected to be delivered.
- Explicitly mention how the DDR programme takes into account (problematic) gender norms, the different strategies adopted for working with women and men, and how any progress with regard to implementation of these strategies is measured.

Five steps are recommended for making the programme document gender-responsive:

Step 1. Mainstream gender in the situation analysis;

Step 2: Make the results framework responsive to gender;

Step 3: Make monitoring and evaluation framework gender-sensitive;

Step 4: Include gender-sensitive indicators;

Step 5: Ensure gender-responsive budgeting for DDR.

### **Step 1: Mainstream gender in the situation analysis**

Most planning documents include or build upon an analysis of the situation a DDR programme is operating in. An analysis of the current situation can be typically found in the UN Common Country Assessment (CCA), in part II of the UN Development Assistance Framework (UNDAF), in the initial chapters of a UN Country Programme or in the DDR programme document.

To ensure that gender issues are an integral part of DDR programme planning, any situation analysis for a DDR programme needs to include a gender perspective.

Action points:

- Include quantitative and qualitative sex-disaggregated data as basis for the situation analysis;
- Include analysis of capacities of the national government and national DDR commissions to address gender dimensions of the DDR process;
- Analyse tendencies of gender dynamics over time and describe how local people and participants' understandings of masculinities and femininities are related to violence;
- Review data on how patterns of violence affect both women and men and how these patterns might evolve in the future.

## Step 2: Make the results framework responsive to gender

A results framework consists of inputs feeding into indicative activities, which again allow DDR programme to deliver certain outputs. These outputs in turn should result in outcomes and, ultimately, impact. To make a results framework responsive to gender, all levels of the result chain must be sex-specific and reflect gender as an important dimension of DDR.

### Box 10: Key challenges in designing a gender-responsive results framework:

- Impact, outcomes and outputs are broad results and require a short and precise formulation. Gender-responsive and inclusive language is often neglected. The concept of “ex-combatants”, for example, conceals the women in the group, often leading to them being overlooked in practice as well.
- The focus on quantitative results promotes a tendency to favour a sex-specific rather than gender-specific formulation of outcomes, outputs, activities and indicators. Note that for a DDR programme to be responsive to gender, both sex-specific and gender-addressing approaches are critical.

Impact is a long-term effect on an identifiable population group produced by an intervention. Impacts can be intended or unintended, positive or negative. In the DDR context, impact is typically related to enhanced security and stability. DDR programmes contribute to the impacts as part of the wider engagement of the UN Country Team and other actors.

The following questions examine DDR impacts from a gender perspective:

- How has security been enhanced for women, men, girls and boys?
- How are women, men, girls and boys participating in sustaining peace in their society?

### Box 11: Examples of impact statements with a gender perspective:

- “Peace is sustained through the active involvement of women and men, girls and boys, irrespective of their previous political affiliation or ethnic background.”
- “National development benefits women, men, girls and boys equally, irrespective of their previous political affiliation or ethnic background.”

Outcomes are short or medium-term effects of the broader outputs of the UN Country Programme, to which the DDR programme contributes. DDR programme outcomes typically relate to sustainable reintegration of ex-combatants and associated groups into their communities of choice.

Ways to examine DDR outcomes from a gender perspective include the following questions:

- Have male and female participants been able to find employment? What kind? Does the situation differ from what is culturally perceived appropriate for men and women?
- Has intimate partner violence been reduced in participants’ families or in the receiving communities in general?
- Have attitudes to violence changed among the participants and receiving communities?

**Box 12: Examples of outcome statements with a gender perspective:**

- “Individuals and communities are protected from violence. The norms around violence, including gender-based violence, domestic violence and systematic rape have changed.”
- “The communities accept the roles of both male and female ex-combatants in the labour market.”

Outputs are products and services which result from programme activities and contribute to the achievement of an outcome. DDR outputs typically relate to disarmament, demobilization, reinsertion support and reintegration of ex-combatants and associated groups, as well as support to receiving communities receiving and national capacity building.

The following questions examine DDR outputs from a gender perspective:

- How do female and male participants and beneficiaries perceive the DDR process and the reintegration phase?
- Can women and men fully take advantage of skills training?
- Do DDR reinsertion kits take into consideration women’s specific needs, including reproductive health needs?
- Do psycho-social assistance services address gender dimensions of violence?<sup>13</sup>

**Box 13: Examples of output statements with a gender perspective:**

- “Both male and female ex-combatants successfully reintegrate into their community and their homes in a non-violent and sustainable manner and do not pose a threat to their community or family.”
- “Male and female ex-combatants are economically, psychosocially and politically reintegrated.”

<sup>13</sup> UNDP (2011): ‘Blame it on the War? Gender Dimensions of Violence in Disarmament, Demobilization and Reintegration (DDR)’

Activities are actions that are taken to create inputs. DDR activities can be examined from a gender perspective for example by asking the following:

- Do programme schedules and training opportunities take women’s reproductive roles and responsibilities into consideration?
- Do men and women have equal access to micro finance projects?

**Box 14: Examples of activities with a gender perspective:**

- Organizing workshops on anger management and coping mechanisms for stress. The workshops are specifically designed around the notion of masculinities and femininities in crisis, targeting men and women differently.
- Sensitizing male and female ex-combatants and community members on universal human rights, women’s rights (e.g. stipulations of the Security Council resolutions 1325 and 1820), psychological trauma healing, leadership skills and conflict transformation.

**Step 3: Make monitoring and evaluation framework gender-sensitive**

Gender needs to be considered when defining the scope of DDR programme monitoring and evaluation. The DDR monitoring and evaluation (M&E) plan should reflect gender considerations through including gender-related questions in the monitoring and evaluation strategy.

Action points:

- Include sex- and gender-specific questions in key M&E questions.
- Ensure that the M&E framework promotes a sex-disaggregated assessment of progress towards DDR results in order to foster a differentiated and nuanced judgement of success of the programme. Chop broader questions into sex-specific categories.
- Promote an M&E methodology that assesses the transformation of (violent) gender roles, identities and norms among programme participants, in order to be able to evaluate the sustainability of the programme’s objective of facilitating participants’ return to civilian life.

Most DDR planning documents contain a monitoring and evaluation plan. The M&E plan provides concrete guidelines on how key questions will be tracked and answered. The plan typically consists of three parts: a narrative component, a monitoring framework with indicators and an evaluation plan.

Action points:

- Describe in the narrative section how gender aspects are tracked and analysed over the DDR programme cycle.
- See that the monitoring framework includes clear indicators and provides guidance on what data and information is to be collected, how often and by whom.
- Make sure that the evaluation plan includes a description of when and how gender-specific evaluations or reviews will take place.

#### **Box 15: Examples of M&E questions with a gender perspective:**

Sex-specific questions:

- What is the level of satisfaction with sexual and reproductive health services among male and female participants?
- What is the rate of training programme completion by men and women?

Examples of gender-specific questions:

- How do male and female ex-combatants regard their roles in the society after DDR?
- How do these roles relate to their perception of their manhood and womanhood?

Examples of sex-disaggregated M&E questions:

- How content are ex-combatants with the support provided by the DDR programme?
- Is there a difference in opinion between male and female ex-combatants?

#### **Step 4: Include gender-sensitive indicators**

Indicators are a key component in defining the details of the monitoring and evaluation framework. DDR programmes use indicators on three levels: keeping track of outputs, monitoring progress towards outcomes and, eventually, assessing impact. Indicators should include a gender perspective on all three levels. Explicitly assessing DDR programmes from a gender perspective contributes to the assessment of overall efficiency of the programme.

The objective of monitoring results from a gender perspective is to:

- Track if and to what extent the DDR programme serves both women and men in time and according to plan, and whether both groups can fully take advantage of the benefits and services provided (output monitoring);
- Track if and to what extent programme interventions have positive effects on women and men's lives (outcome and impact monitoring).

Where the result matrix is less responsive to gender, gender perspective can be introduced or enhanced in three ways.

Action points:

- Introduce new, gender-sensitive indicators that explicitly take into consideration gender roles, identities and norms.
- To unveil gender dimensions of DDR programmes, many indicators can be disaggregated by sex in addition to tracking an overall trend. However, in order to keep the indicator framework functional for the purpose of efficiently tracking progress and making corrective actions where needed, the amount of indicators should be kept limited. Careful consideration is thus needed to decide which indicators are the most feasible and produce the most integral information when disaggregated by sex.

- If the DDR context does not allow for reliable and accurate data collection, benchmarks can be used as an alternative for indicators. Benchmarks may not be directly connected to the programme performance, but can be helpful in keeping track of contextual changes that affect male and/or female programme participants.

### **Box 16: Examples of gender-sensitive DDR indicators**

#### Gender-sensitive indicators:

- Percentage of participants (male and female) who report to be unlikely to resolve a dispute at home with violence;
- The amount of activities undertaken to raise awareness against gender-based violence and the percentage of DDR participants actively enrolled (male and female);
- Percentage of participants (male and female) who experience that they have found their place in the community of return.

#### Sex-disaggregation of indicators:

- General indicator:
  - Level of satisfaction with health services among programme participants.
- Disaggregated by sex:
  - Level of satisfaction with health services among female programme beneficiaries;
  - Level of satisfaction with health services among male programme beneficiaries.

#### Gender-sensitive benchmarks:

- Changes in social and economic life of programme participants through measuring self-perception prior to receiving DDR support and after they have received assistance.
- Community perception of the DDR programme and male and female participants, before, during and after the DDR programme has been operational.
- Following individual cases, which are representative for the different groups of DDR programme participants so as to capture opportunities and vulnerabilities that are specific for a certain target group.

### **Programme example 3**

#### **Nepal - Gender-sensitive indicators**

Ten years of conflict in Nepal made it clear that without comprehensively addressing gender issues, peace and development cannot be fully achieved. Nepalese women at large have been subjected to multiple discrimination because of caste and ethnicity, as well as social discrimination and unequal opportunities. Nepalese men also face vulnerabilities in terms of adjusting to their new roles and responsibilities in the post-conflict situation. As a result of a registration and verification process carried out in 2007, 4,008 Maoist combatants were discharged from the cantonment on the ground of being verified as minors (under 18 years of age) and late recruits (recruited after 2006 ceasefire). 30% of the disqualified people were women and girls. The UN Interagency Rehabilitation Programme with participation of UNICEF, UNFPA, UNDP and ILO has been supporting the socio-economic rehabilitation of these ex-combatants and associated groups back to civilian life.

Taking into account the context of the programme in terms gender and cultural norms in Nepal and following the needs assessment of these Verified Minors and Late Recruits (VMLRs), a gender-sensitive rehabilitation programme was designed in 2010. Gender-specific aspects were incorporated in the whole programme, including the budget, roles and responsibilities of each agency and implementation guidelines. To monitor progress, the programme used an indicator matrix that integrated both development of gender capacity of the programme staff and gender-specific needs of the VMLRs.

Staff members from UNICEF, the national CAAFG working group, and UNIRP field staff attended a joint workshop, the purpose of which was to establish a common understanding of gender considerations during the programme. The workshop also created a forum for the different parties to analyze and reflect on the gender context in Nepal. Another workshop was organized with a network of local women's organizations engaged in supporting social rehabilitation of female VMLRs at the community level through de-stigmatization initiatives.

Data collected on the programme demonstrates that as a result of the gender-sensitive approach, women – constituting 30% of the VMLRs – form 40% of the total VMLRs participating in rehabilitation and education programmes.

### **Step 5: Ensure gender-responsive budgeting for DDR**

The DDR budget should reflect the values and priorities of the programme. Translating gender-sensitive assessments and programme documents into implementation requires substantial financial resources for both the overall DDR programme and to specific gender-focused projects. Gender-responsive budgeting contributes to the advancement of gender equality and the use of a gender lens throughout the programme cycle. A minimum of 15% of the total programme budget should be dedicated to projects with the principal objective of advancing gender equality and addressing women's and girls'

specific needs<sup>14</sup>.

Gender-responsive components in a budget are often not visible, as DDR programme budgets are usually presented as aggregated item lines with short categories. Gender-responsiveness often only becomes visible when analysing the finer construction of the budgets. Gender-specific considerations can be included in the narrative section of the budget, recording how it was built and what assessments, reports and consultations that budget was based on.

There are three ways to make the numeric section gender-responsive:

- Sex-specific expenditures include specific activities targeting different groups of male and female ex-combatants, supporters and dependants (e.g. income generating projects for young females and males with computer skills or financing a radio campaign to reach self-demobilised mothers);
- Equal opportunity expenditures refer to affirmative action to narrow the advantage gap between men and women (e.g. basic literacy and numeracy for male and female ex-combatants or provision of childcare facilities in order to allow female participants to participate in DDR programme services);
- Gender mainstreaming expenditures refer to internal DDR programme dispositions aiming to making the programme more gender-responsive (e.g. gender competence training for DDR practitioners, funding gender-sensitive primary data collection or conducting research on violent masculinities in a specific region of the country).

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<sup>14</sup> United Nations Security Council (2010): Women's participation in peacebuilding: Report of the Secretary-General. 7 September 2010, A/65/354-S/2010/466.

### **Box 17: Contingency planning - DDR programme design**

What to do if gender was not considered when designing a DDR programme?

Cooperate with DDR programme management

- Try to amend DDR programme documents and make the results framework and indicators gender-sensitive;
- Propose gender considerations to be added to the programme document as an annex;
- Be active at yearly target negotiations and advocate for gender equality commitments and the participation of all staff members in gender-related work;
- Include gender considerations when reviewing work plans and time tables.

Engage M&E specialists to include gender in the M&E framework

- Use mid-term reviews and evaluations as an entry point for gender-sensitive corrective moves;
- Include additional, gender-sensitive questions;
- Create additional gender-sensitive indicators;
- Support the interpretation of sex-disaggregated data and make gender dimensions visible.

As fall back option, design a separate gender strategy

- A stand-alone gender strategy is only the second best option, since it does not form an integral part of the programme document. Choose this option only if the DDR programme document cannot be amended.
- Connect the separate strategy to the DDR document as much as possible. Consult M&E staff extensively and disseminate the strategy widely among DDR programme staff.
- Include the following parts in the strategy: gender equality statement, impact, outcomes and outputs, a work plan with timeframes and responsibilities, as well as a gender-responsive budget. Link the DDR document to every part of the separate gender strategy to establish a link between gender considerations and the success of the overall DDR programme, as well as to increase the potential to influence political commitments and budget allocation. Ensure adequate funds to implement the created gender strategy.

## Links to Resource Package

### DDR pre-planning phase

RESOURCE 3: Example of a DDR results matrix with gender-specific indicators (Nepal)

RESOURCE 4: Overview of gender-sensitive DDR assessments

RESOURCE 5: Key entry points for gender-sensitive assessments

RESOURCE 6: Identifying partners' capacities, influence and interest

### DDR programme design

RESOURCE 7: Making DDR results chains gender-sensitive

RESOURCE 8: Examples of indicators: tracking gender-responsiveness of a DDR programme

RESOURCE 9: Checklist for a rapid assessment of gender-responsiveness of a DDR budget

### Further Reading

Canadian International Development Agency (1999): 'CIDA's Policy on Gender Equality', CIDA.

Mazurana, D. (2005): 'Women in Armed Opposition Groups in Africa and the Promotion of International Humanitarian Law and Human Rights', Geneva Call & the Program for the Study of International Organization(s), Geneva.

Online: [http://www.icrc.org/eng/assets/files/other/women\\_armed\\_groups\\_2005.pdf](http://www.icrc.org/eng/assets/files/other/women_armed_groups_2005.pdf)

Reiman, C. (2003): 'What Gender Analysis Does and Does Not Involve in Peace Building', KOFF.

Online: [http://www.swisspeace.ch/fileadmin/user\\_upload/pdf/KOFF/genderperspective.pdf](http://www.swisspeace.ch/fileadmin/user_upload/pdf/KOFF/genderperspective.pdf)

UNDP (2009): 'How-To Guide: How to Plan and Manage the Monitoring and Evaluation of Disarmament, Demobilization and Reintegration Programmes', UNDP/BCPR.

UNDP (no date): 'RBM in UNDP: Technical Note – Knowing the What and the How', UNDP/BCPR.

UNDP (no date): 'RBM in UNDP: Selecting Indicators – Signposts of Development', UNDP/BCPR.



### III. HOW TO IMPLEMENT GENDER-RESPONSIVE DDR PROGRAMMES

Implementing a DDR programme in a gender-responsive manner requires a joint and coordinated effort of the DDR team at all levels. Subsequently, all DDR staff members are accountable for mainstreaming gender in DDR.

**Box 18: IDDRS 5.10 Guidance: Implementing DDR in a gender-responsive way**

- Develop accountability mechanisms to ensure that all staff is committed to gender equity.
- Include gender experts as part of DDR structures.
- Encourage national commissions on DDR to work closely with government ministries in charge of women’s affairs and women’s peace-building networks, to employ women in leadership positions and to establish gender focal points.

Managing DDR in a gender-responsive manner requires attention particularly in five areas of strategic importance:

1. Measuring progress through gender-sensitive indicators
2. Ensuring programme staff’s commitment to gender equity
3. Making organizational structures, workflows and knowledge management responsive to gender
4. Working with partners to strengthen gender-responsiveness
5. Conducting gender-sensitive programme evaluations

## 1. MEASURE PROGRESS THROUGH GENDER-SENSITIVE INDICATORS

When the DDR programme starts, programme staff begins a constant monitoring of progress towards expected results. Gender-responsive monitoring of a DDR programme includes three complementary steps:

Step 1. Quantitative monitoring of sex-specific data

Step 2. Qualitative monitoring of gender dimensions of the DDR programme

Step 3. Analysing data to measure the gender-responsiveness of the programme

### **Programme example 4**

#### **Northern Sudan, Blue Nile State - Monitoring the gender-responsiveness of a DDR programme**

The demobilization process in the Blue Nile State (BNS) in northern Sudan was launched in February 2009. Among other participants, the process also targeted Sudanese female ex-combatants (FXCs) and women associated with armed forces and groups (WAAFGs).

As part of the Sudanese DDR Programme, UNDP funded a project focusing on the economic and social reintegration of 445 WAAFGs and 651 FXCs in the BNS. Both groups received training and individual economic reintegration packages as part of the regular DDR programme in Sudan. Additionally, the project offered social and psychosocial services to respond to the specific vulnerabilities and capacities of these two women groups. In March 2010 WAAFGs began to report problems at the community level, as other women were feeling that they should also benefit from the DDR programme. The project caused discord at the communities, impeding the reintegration of the DDR participants and even sometimes leading to ostracism. Gaining this information fed into real time project changes. The social components of the reintegration scheme were changed into community-based activities, thus benefiting WAAFGs, FXCs and women in general. The revised project approach was divided into four main components:

- A civilian training package (including 1076 WAAFGs/FXCs and 200 civilian women);
- Psychosocial counselling (20 male and 100 female counsellors in 6 localities of BNS);
- Community-based projects (targeting 91 WAAFGs/FXCs and 109 civilian women);
- Gender-based violence, reproductive health and HIV/AIDS sensitization activities for all communities in collaboration with UNFPA (targeting 445 WAAFGs and 200 civilian women).

Gender-sensitive planning and a community-based approach were needed to build peace between WAAFGs and civilian women. Monitoring of the programme progress allowed required corrective measures to be made in order to achieve these results.

## **Step 1: Quantitative monitoring of sex-specific data**

Continuously updating quantitative data to measure the progress towards indicators defined in the planning stage is the basis for monitoring. Monitoring gender-responsiveness is an integral part of the overall quantitative monitoring. The key tool for quantitative monitoring, including gender-related monitoring, is an indicator tracking sheet. Monitoring sex-disaggregated indicators is important to assure that DDR services and assistance is delivered to all programme participants and that the programme responds to their needs. Even if some indicators in the overall DDR indicator framework are not explicitly disaggregated by sex, gender-responsive M&E requires tracking additional sex-disaggregated data.

## **Step 2: Qualitative monitoring of gender dimensions of DDR programme**

On top of tracking quantitative data, M&E specialists will need to collect, collate, store and share qualitative data on gender dimensions of the DDR programme in a narrative section. The data typically includes field reports, reports from implementing partners and other information on gender-related issues by the DDR programme staff, partners or national and international organizations.

Additionally, data on gender aspects relating to the DDR programme may be available through findings of focus group discussions or case studies done to get specific feedback or information on certain groups. Media monitoring and observation, as well as discussions with special reference groups are other important sources for acquiring qualitative information to support decision making during the DDR programme.

### **Programme example 5**

#### **Sudan - DREAM and gender-sensitive data collection**

Accurate information of the DDR participants is crucial for the programme to plan appropriate services. In the demobilization sites in Sudan, UNDP has worked to improve its data collection through developing a database called DREAM (Disarmament, Demobilization, Reintegration and SALW Control Management Information System). In the database, all data is disaggregated by sex. Through offering baseline data on the target audience, DREAM has helped UNDP staff members to better understand ex-combatants' needs and capacities. DREAM also helps in differentiating the specific needs of male and female participants, as well as the differences stemming from various geographic backgrounds. Using the database UNDP has been able to design programmes, such as HIV awareness campaigns and literacy and numeracy skills trainings in response to the specific needs of the target audience.

Based on the collected literacy data, for example, UNDP designed peace building projects for groups of women (female ex-combatants, women associated with armed forces and groups and civilian women) in four communities. These projects included teaching literacy and numeracy skills through a method called REFLECT, which teaches participants to read while also addressing community development issues and food processing. Trainings were offered in community centers, which were open on different days for men, women and children.

### **Step 3: Analyse data to measure gender-responsiveness**

To monitor the progress of the DDR process, programme staff and the M&E unit will frequently analyse quantitative and qualitative data. New data acquired from tracking the set indicators needs to be analysed and interpreted by linking it with other information, including reports from implementing partners, specific consultancies and field visit reports.

The gender competence of the DDR M&E staff is crucial for a successful gender-sensitive analysis and interpretation of quantitative and qualitative data. In the DDR context, relevant secondary data is typically absent or very limited. In addition to this, reliable data is often scarce due to underreporting (e.g. the number of victims of sexual violence). Thus a lot of relevant gender-specific information available is anecdotal, based on impressions, perceptions and observations and presented in a narrative form. Making a meaningful link between quantitative data and qualitative information through evidencing tendencies and formulating them into sound arguments serves in increasing the weight of this information and thus improving its use for gender-responsive decision making in programme management.

Gender-sensitive data analysis also implies considerations on how data is collected. In order to make both men's and women's voices heard, this process should entail participatory approaches. A gender-sensitive data collection process calls for committed staff members who are interested in exploring culturally appropriate ways of gathering information. People collecting data should specifically consider the cultural context and norms in order to know how to approach certain topics. It is also important to try to accommodate to the community's circumstances to the extent possible, e.g. through adapting to women's work schedules and additional requirements, such as translators, childcare facilities or single sex meetings. It is important to include specific recommendations on gender-sensitive data collection methods in the monitoring plan of the DDR programme.

### **Box 19: Gender-sensitive data collection**

Examples of data collection methods:

- Focus group discussions: Collecting feedback from representatives of a particular group.
- Reference groups: Continuous feedback on the DDR programme progress from individuals, such as NGO representatives and community leaders, who are selected based on their knowledge of the local context.
- Short interviews with male and female DDR participants: Getting a snapshot of participants' views and perceptions of the DDR programme.
- In-depth interviews with male and female DDR participants: Acquiring qualitative data on any behavioural change resulting from the DDR programme activities.
- Media monitoring: Collecting information on incidents and trends within the community at large and how these issues relate to gender and DDR.
- (Participatory) community observation: Collecting qualitative data e.g. on how public spaces are used and by whom, community events and trends, reintegration challenges for DDR participants and the community at large, and how these issues relate to gender.

Key considerations for gathering data in a gender-sensitive manner:

- Gender balance in the assessment team: Ensure that assessment teams include both men and women and carefully consider both adequate experience and gender balance.
- Levels of confidentiality: Use appropriate methods depending on the sensitivity of the issue (e.g. one-on-one interviews, focus group discussions or surveys).
- Cultural appropriateness: Consider what can be asked, by whom and how it should be phrased.
- Access to information: Consider women's and men's access to information (e.g. literacy levels).
- Information gathering: Be sensitive to which information sources should be used for acquiring relevant and accurate information (e.g. national government, international agencies or NGOs, local women or men, from which ethnic background).
- Interpretation: Carefully consider who should act as interpreters. Important aspects to think about include interpreter's sex, ethnic and political background, age and knowledge of gender-sensitive terminology.
- Time considerations: Try to accommodate to the participants' schedule and responsibilities when choosing the time and place for interviews or discussions.
- Travel restrictions: Think how to ensure reaching the groups you intend to reach (e.g. find out if women are allowed to travel on their own, and if not, are there other means to reach them).
- Levels of representation: Gather enough information from different sources and include key informants on immediate needs of women (e.g. midwives and female leaders).
- Creativity: Find different ways to ask difficult questions.

## **Box 20: Contingency planning – DDR monitoring**

What to do if adequate gender considerations are not included in the monitoring plan?

Ensure management support

- Ensure political will and active support from DDR management to include gender considerations in the monitoring plan afterwards.
- Ensure adequate financial support and budget allocations for gender-sensitive monitoring.
- Review current plans for quantitative monitoring (indicators) and qualitative data collection, as well as methodology for data analysis.
- Ensure that data gatherers and interpreters receive adequate training on how to collect in a gender-sensitive way.

Revise monitoring framework

- Lobby for a change in the overall monitoring framework (indicators, evaluation plan, etc.) to reflect gender issues.
- Start to track and report on additional, quantitative data related to gender issues together with the M&E experts and partners (e.g. NGOs). The data is often readily available from existing data sources, like the DDR database.
- In cooperation with the M&E experts and external partners (e.g. NGOs), start to track additional gender-related qualitative data from the DDR programme staff and other stakeholders.
- Collaborating with the M&E experts, start analysing the collected data from gender-perspective. Start reporting on the gender-related findings for example through regular written reports and presentations to DDR managers.

## **2. ENSURE THAT DDR STAFF IS RESPONSIVE TO GENDER**

The recruitment and management of staff entails important considerations for mainstreaming gender in the DDR programme. To ensure that the programme staff members have a gender-responsive approach to DDR, the following steps are recommended:

Step 1. Ensure that the recruitment process is gender-sensitive

Step 2. Increase gender awareness among DDR staff

Step 3. Build gender competence among DDR staff

Step 4. Collaborate with gender experts

### **Step 1: Ensure that the recruitment process is gender-sensitive**

DDR programmes should strive for a balance between male and female staff. Experience shows that achieving this is especially a challenge for DDR management structures. A quota system is one option for fast tracking women's inclusion into DDR programmes. In order to find required expertise, DDR job descriptions should also express that DDR staff is jointly responsible for gender-considerations. The recruitment panel for DDR staff needs to be gender-balanced and sensitized with regard to gender issues.

The selection process must fully take into consideration and give weight to the gender qualifications of the applicants. This includes vetting gender competency, experience and stance to gender issues in the DDR process.

## **Step 2: Increase gender awareness among DDR staff**

Gender awareness and sensitivity set prerequisites for the DDR staff's capacity to identify and make use of opportunities to promote gender equality and to address gender issues during the DDR programme. There are several opportunities to promote inclusion of gender on the DDR programme agenda.

Action points:

- Organize events to promote Security Council resolutions 1325 and 1820 and UNDP's 8 Point Agenda.
- Support joint gender training opportunities, bringing together representatives of different agencies.
- Institute a regular internal meeting, during which gender-related progress, risks and opportunities for DDR are discussed.
- In the absence of a gender adviser, organise self-learning groups for increasing gender awareness and discussing gender-related issues from personal experience.

## **Step 3: Build gender competence among DDR staff**

DDR managers need to ensure appropriate possibilities for staff members to increase their gender competence and skills. Gender competence refers to a) the sensitivity and analytical skills to identify underlying gender norms, and b) the capacity to programmatically incorporate gender dimensions in DDR programmes.

The degree of gender competence and type of skills required of DDR programme staff members depends on their level of responsibility (e.g. management level/project level), the area of expertise (e.g. planning/M&E/partnerships/programme officers) and also the duty station (e.g. field office/country office/headquarters).

Two assessments will help in specifying what kind of formal training is required:

- Daily activity profile establishes what DDR practitioners do on a daily basis. Different activities require different gender-related competencies in order to achieve the overall DDR programme results in a gender-responsive way.
- Gender training survey establishes what formal gender training DDR staff members have received.

Based on daily activity profiles and gender training surveys, needs for enhancing gender competencies can be assessed. DDR staff can be classified in groups according to their need for specific gender competencies and training can be arranged accordingly to provide them with relevant tools on how to do their work in a gender-responsive way.

After mapping what gender competencies are required and by whom, formal gender training can be designed. To deliver formal training, a combination of four particular skills is required from the training facilitators:

- Technical gender knowledge;
- Experience of implementing gender-responsive programmes in a Conflict Prevention and Recovery (CPR) context, and ideally expertise in DDR;
- In-depth knowledge of the specific country context;
- Disposition to apply knowledge to the area of expertise of the audience.

Formal training is an important step in increasing the gender competence of DDR staff. Training needs to be consistent and repeated. Additionally, gender competence needs to be put into practice in day-to-day work. Peer assistance from other staff members with advanced gender competence or punctual support from DDR gender specialists or gender focal points is essential in supporting this.

### **Programme example 6**

#### **Colombia – Enhancing DDR staff’s understanding of gender identities**

The Office of the High Presidential Council for Reintegration (ACR) in Colombia found that transformation of ex-combatants’ gender identities as a consequence of the conflict and post-conflict settings affected their reintegration to civilian life. In order to respond to ex-combatants’ special needs stemming from the change of both feminine and masculine identities, ACR developed a so called ‘traffic light framework’ as part of their gender strategy. The framework categorizes ex-combatants in three groups (red, orange and green) based on their specific support needs in terms of their perceptions of gender identities.

The three colour categories signified the following:

- Red: Ex-combatants are characterized by hegemonic or violent masculinities and femininities, exacerbated by conflict;
- Orange: Ex-combatants are characterized by masculinities or femininities in crisis and/or by traditional gender roles;
- Green: Ex-combatants are characterized by a perception of gender equality and non-traditional gender roles.

ACR used the ‘traffic light framework’ to train DDR programme staff and raise their awareness on the importance of gender-sensitive programming in the reintegration process. The use of the framework increased the field staff’s capacity and created awareness on how DDR participants’ gender reconstructions and reproductions may vary individually and over the different stages of their lives.

#### Step 4: Collaborate with gender experts

Besides promoting increased gender competence among all staff members, the DDR programme should also ensure that adequate support of specialised gender experts is available and used.

Action points:

- As an ideal option, try to engage a full-time resident gender expert in the DDR programme and the national DDR Commission. If a full-time gender expert is not available, assign a staff member to work as a permanent gender focal point.
- Tap into specialized gender expertise by engaging short-term gender consultants.

Box 21: Engaging gender expertise in the DDR programme

Type of expert	Key considerations and challenges
Gender expert	Must have decision making power in order to operate; Should have direct access to management structures; Should have influence on budget allocations; Can mentor other staff members and conduct on-the-job training; Can train translators on gender-sensitivity and terminology; Sustainability of gender expertise in the DDR programme over time needs to be ensured (e.g. sufficient funding).
Gender focal points (GFP)	Public and sustained support from management is needed for GFP to be able to work effectively; Responsibilities as a GFP should be explicitly included in the ToR; Needs direct access to all units as gender equality is a cross-cutting issue in all work; The existence of GFP must not dilute the programme staff’s joint responsibility for gender equality; The GFP requires adequate training to work as a resource person for other staff.
Gender consultants	Can provide highly specific inputs to DDR programmes; Are often used to gather information from primary sources; Should work closely with permanent DDR staff to enhance sustainability of gender competence and skills.

### **3. MAKE ORGANIZATIONAL STRUCTURES, WORKFLOWS AND INFORMATION MANAGEMENT RESPONSIVE TO GENDER**

Four steps are recommended to build organizational structures, workflows and information management in a way that supports gender-specific goals in a DDR programme:

Step 1: Establish gender-responsiveness as joint responsibility

Step 2: Create incentives for gender-sensitive initiatives

Step 3: Provide management support to gender specialists

Step 4. Use knowledge management to enhance gender-responsiveness

#### **Step 1: Establish gender-responsiveness as joint responsibility**

DDR programme management should continuously remind the staff of the fact that overall responsibility for gender responsiveness lies with each individual. Permanent gender experts, gender focal points and gender consultants support gender-responsive efforts, but cannot and should not be solely responsible for them.

#### **Step 2: Create incentives for gender-sensitive initiatives**

In order to highlight the importance of the issue, DDR programmes need to create incentives to promote gender initiatives among DDR programme staff.

Action points:

- Include gender issues into work plans and target agendas of individual staff members and review progress through the annual performance review process;
- Include gender issues into work plans and target setting of the DDR unit as a whole;
- Establish motivation and reward schemes for gender-responsiveness (e.g. using promotions, offering training opportunities, giving reading time or publishing lessons learned papers);
- Monitor progress on gender responsiveness through recurrent (bi-annual) gender reports of the DDR programme.

#### **Step 3: Provide management support to gender specialists**

DDR managers need to provide support to DDR gender experts or gender focal points in five key areas:

- Public support: DDR managers need to publicly support gender experts in their work.
- Financial resources: The political commitment of DDR managers should be reflected in adequate budgetary allocation for gender-related activities. Gender experts should be able to make decisions over the use of these resources.
- Communication: Gender experts need to be able to communicate directly with DDR management, for example through regular meetings.
- Capacity building: Gender focal points of DDR programmes need to be adequately trained, so that they have sufficient means to support their peers and the whole programme towards gender-responsiveness.

- Information: To function properly, DDR gender experts need to be able to obtain timely and in-depth information on the progress of the DDR programme. Thus they need to be included in meetings where this information is exchanged. It is also important for gender specialists to be able to set up communication channels with other DDR units.

### **Box 23: Contingency planning - Management Structures**

What to do, if gender equality has only received limited attention in management structures and internal workflows of a DDR programme?

Map gender expertise

- Obtain a clear understanding on the staff's gender competency, including formal, informal, practical and academic experience;
- Create work profiles for each area of responsibility in order to evaluate the type of gender expertise needed;
- Designate and train a gender expert and appoint gender focal points in regional offices;
- In absence of a gender expert, secure funding and fast track the hiring process.

Support the establishment of an incentive structure for gender initiatives

- Support management and staff in installing programme level motivation and incentive structures for gender-sensitive initiatives;
- Work towards establishing individual gender-responsive targets, which are to be evaluated.

Facilitate targeted and context-specific gender trainings

- Read IDDRS Chapter 5.10 and “Blame it on the War? Gender Dimensions of Violence in Disarmament, Demobilization and Reintegration (DDR)” (UNDP, 2011);
- Consider peer-to-peer education and joint working groups;
- Ask the gender resource person in headquarters for region-specific gender-related materials, such as reports and literature, and refer to UNDP/BCPR's gender-related knowledge products;
- Arrange a visit of the gender resource person from headquarters to train and support programme staff;
- Help the programme staff to establish contacts through providing information about gender focal point networks.
- Create gender-responsive partnerships
- Map existing gender expertise and initiatives at national and local levels;
- Establish communication with national stakeholders, such as ministries, universities and NGOs;
- Organise events in order to bring all the relevant parties together;
- Support, lobby for and, if necessary, finance recruitment of a gender focal point and resource person in the national DDR Commission.

#### **Step 4. Use knowledge management to enhance gender-responsiveness**

Knowledge management covers the process of creating, organizing, sharing and using knowledge for development results. In order to improve the implementation and results of UNDP-supported DDR programmes, practitioners build on reflecting on and sharing of previous experiences.

The following five tools are particularly useful for managing and enhancing knowledge on gender-responsive DDR:

- Mission report templates should include a section on gender-responsive programme considerations.
- Concept notes are short discussion papers exploring and conceptualizing new topics, emerging trends and cross-cutting issues. They should be applied to the regional context and cultural specificities of both women and men.
- Lessons learned papers reflect on past practice and include concrete recommendations for improving programme performance in the future. The normal cycle of preparing and sharing a lessons learned paper consists of research, drafting, reviewing and dissemination to other practitioners, as well as follow up.
- Comparative experiences papers are compilations of experiences on a certain topic, showcasing various approaches and distilling commonalities and shared challenges. Comparative experiences papers are a great tool for exchanging information among DDR gender focal points in different regions and countries.
- Briefing notes are generally prepared by DDR staff members for senior management in preparation of key meetings or to inform them on main processes, results or outcomes of the DDR programme. Highlighting gender specific challenges, results or implications in briefing notes helps in getting or keeping gender considerations on DDR programme agenda.

#### **4. WORK AND COORDINATE WITH PARTNERS**

DDR is part of a larger peace building and recovery strategy and thus relies on collaboration and coordination with local, national and international actors to maximize the effectiveness of the process.

There are many potential entry points for working with partners in order to strengthen gender-responsiveness of the DDR programme. These entry points include peace building frameworks, information gathering, human resources, material and logistical support and community development.

With respect to both coordination and collaboration efforts, it is important to engage with partners that are involved in DDR and/or gender related projects. Not all partners will have expertise on both, but by bringing staff from the two practice areas together, this link can be strengthened.<sup>15</sup>

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<sup>15</sup> Please refer to Chapter IV on Gender-responsive Exit Strategies for more guidance on how to develop the capacity of local partners.

The following elements should be considered when working together with partners in order to strengthen the design and implementation of a gender-responsive DDR programme:

- Step 1. Provide gender-specific support to the national DDR commission
- Step 2. Strengthen partnerships with women's and men's organizations and networks
- Step 3. Coordinate with international partners working on DDR and/or gender
- Step 4. Support gender expertise of implementing partners and consultants

### **Programme example 7**

#### **Cooperation for gender-responsive reintegration and fortified peace**

The region of Aceh faces wide economic and social development disparities and it is especially challenging for women to equally access employment opportunities or benefits offered through official government programmes. Furthermore, women have suffered from rape and sexual violence during the conflict, but have had little access to justice or psychosocial trauma recovery support. A multi-donor stakeholder review on Aceh noted that there was a tendency for domestic conflicts between men and women to escalate into violent incidents in the geographic areas where the conflict had been the most intense. The capacity of the local and provincial government agencies to address gender issues was limited.

In 2010 UNDP initiated a strategic UN inter-agency collaboration together with UNFPA and UNIFEM in Aceh and the Men as Partners Joint Regional Programme in Bangkok. As part of the project, UNFPA, UNIFEM and UNDP each brought together their technical strengths to deliver a joint inter-agency pilot project that responded to the specific needs of women in Aceh Selatan district. The UN agencies and local organizations exchanged information and jointly coordinated their activities in order to strengthen social reintegration of ex-combatants and associated groups by offering reproductive health and HIV/AIDS counselling and psychosocial support. UN also initiated an inter-agency pilot project focusing on women's socio-economic reintegration and rehabilitation through a community-based approach in conflict-affected villages.

The activities, involving public awareness campaigns as well as building local capacity on interventions on gender-based violence and HIV/AIDS, engaged stakeholders from various government sectors and communities. Through these initiatives, the project aimed at addressing the diverse aspects of reintegration and peace stabilization from the perspective of women's support needs. This involved establishing a men's network and initiating activities against gender-based violence.

The UNDP project team uses the example of Aceh to illustrate the importance of involving local governments as direct implementing partners at the earliest stage of planning to enhance their capacity for project design and implementation, as well as to develop a strong sense of ownership.

(A Gender-Responsive Approach to Reintegration and Peace Stabilization: Pilot Project in Aceh Selatan District 2010.)

### **Step 1: Provide support to the national DDR commission**

The national DDR commission (NDDRC) is at a key position when implementing DDR programmes and it is thus crucial to strengthen the NDDRC members' gender awareness.

Action points:

- Strengthen gender competence of the NDDRC staff and ministries involved in DDR project implementation by offering gender-specific trainings.
- Fund a permanent or temporary gender expert in the NDDRC and/or line ministries.
- Second a gender resource person to NDDRC and/or line ministries.
- Provide backstopping and continuous support in gender-related questions to NDDRC and line ministries.
- Provide technical support for the creation and set-up of a gender unit within NDDRC and/or line ministries.

### **Step 2: Strengthen partnerships with women's and men's networks and organizations**

As key stakeholders and important sources of information, local women's and men's organisations are valuable partners during the preparation, design and implementation of gender-responsive DDR programmes. These local organizations often have access to valuable information on community perceptions of returning male and female ex-combatants and members of associated groups, as well as their specific needs and suitable socio-economic reintegration opportunities.

The following entry points for cooperation should be considered:

- Women's organisations and networks could play an important role in mobilizing support for the DDR process e.g. through encouraging men to hand in weapons, promoting non-violent messages and supporting ex-combatants' reintegration.
- Partnerships with women's organizations, particularly with those focusing on prevention of violence and peace building issues, should be strengthened in order to enable women to play a stronger role in DDR programming.
- Men's networks and organizations have the potential to play a central role in efforts to reach out to male ex-combatants, their families and communities to address and transform gender norms and perceptions that support violence.
- Experience has also shown that men's networks and groups can be key partners in preventing gender-based violence through their ability to reach out to male peers.

Strategic partnerships with women's and men's organisations need to be constructed and maintained on an on-going basis. Institutional strengthening and increased capacities will contribute to the sustainability of programme results.

### **Step 3: Coordinate with international partners**

In order to establish the necessary linkages between the DDR programme and broader peace building and recovery initiatives, coordination with international partners involved in either DDR or gender is

crucial. The Sub-Working Group on Gender and HIV/AIDS of the Inter-Agency Working Group (IAWG) on DDR supports this coordination at the headquarter level. In addition to this, specific efforts are required to ensure coordinated efforts at country level.

Action points:

- Ensure regular coordination with other members of the UN Country Team working on initiatives related to DDR and/or gender. This coordination mechanism could be linked to existing IAWG structures on the country level.<sup>16</sup>
- Engage with non-UN stakeholders working on gender issues and/or DDR (i.e. EU, World Bank, non-governmental organisations).
- Identify potential for synergies as well as possible overlap and gaps in efforts of different DDR and gender initiatives.
- Identify and make use of comparative advantages of partners in order to increase the overall efficiency and effectiveness of project implementation.
- Strengthen resource mobilization efforts through jointly identifying needs relating to gender and DDR.

#### **Programme example 8**

##### **Sudan - Supporting Hakamas to serve as messengers of peace**

The Hakamas are a group of traditional female singers from Southern Kordofan region in Sudan, who have played a very influential role in spreading messages of reconciliation throughout the country. Traditionally, the Hakamas women have been known to provide support to male combatants during times of conflict. These women would accompany men to front lines, singing songs to galvanize them into combat. Their songs included messages linking masculinity to violence and even promoting gender-based violence as part of war. The Hakamas are well respected and looked up to in their communities.

In 2006, UNDP and North Sudan DDR Commission implemented a project that trained these traditional singers in issues such as peace building, education, human rights, HIV awareness and DDR. As a result, the Hakamas women changed their message and have embraced a new role as singers and messengers for peace. UNDP also refurbished some concert halls to welcome the Hakamas as they travel around the country to sing. The Hakamas women now visit different regions of Sudan singing messages of reconciliation and inviting the community to embrace peace, progress and development.

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16 NB: The Policy Committee issued a decision on 23 November 2011, recommending that “peace keeping operations, special political missions and UNCTs will establish country level inter-agency working groups on DDR to serve as operational/ implementing coordinating bodies led by the relevant members that have the comparative advantages”. These country level working groups are also referred to as country level or mini-IAWGs.

### **Programme example 9**

#### **Sudan (Blue Nile State) - Identifying synergies between the DDR programme and other initiatives**

As part of a pilot project on psychosocial reintegration in the Blue Nile State, the Psychosocial Trauma Centre of the International University of Africa (IUA) has developed a 3 Tier Psychosocial Referral System, providing screening and counselling to DDR participants. IUA also developed a wide public information campaign designed to raise awareness of war trauma and combat stigma. The project was originally envisioned to be only for female DDR participants, but during a psychosocial assessment in 2010, high numbers of unaddressed trauma among men were identified. Therefore, the project was extended to provide support to any community member requesting it.

The project trained 103 community counsellors from various regions on rapid post-traumatic stress disorder (PTSD) screening, psychosocial counselling and referral as well as communication skills (Tier 1). DDR participants who were diagnosed with mid to high PTSD symptoms were referred to appointed staff of Ministry of Health (Tier 2). IUA trained these ministry staff members on comprehensive psychosocial screening and counselling. Where more extensive care is necessary, the participants are again referred to IUA's Psychosocial Trauma Centre in Khartoum (Tier 3).

To raise public awareness on psychosocial issues, IUA in conjunction with UNDP and North Sudan DDR Commission developed a psychosocial radio drama that was broadcasted across the region. As a result, especially the reputation of female psychosocial counsellors increased, improving the likelihood of more women seeking their services and beginning the process of healing.

#### **Step 4: Build gender awareness and capacities of implementing partners and consultants**

In addition to the DDR staff, implementing partners, external consultants and evaluators also need to work in a gender-responsive way. A number of steps can be taken to build the gender expertise of these groups.

Action points:

- Make sure that contracts and ToRs for implementing partners reflect gender considerations.
- Look for demonstrated gender expertise during the recruitment process of consultants.
- Use gender lens to vet project proposals of potential implementing partners.
- Provide implementing partners with key guidelines of UN mandates and policy documents on gender issues.
- Encourage implementing partners to promote representation and meaningful participation of women both in their organizational structure and through their activities.

Box 24: Strategic entry points for collaboration on gender and DDR

Area of collaboration	Entry points for collaboration
Peace building frameworks	International level Coordinate with the UN Country Team and non-UN partners (e.g. EU, World Bank) on integrating gender in planning documents that provide the framework for DDR.
	National level Lobby to secure a gender-responsive Memorandum of Understanding for DDR.
	Local level Lobby for meaningful participation of women and their organisations in setting up the legal framework for DDR.
Information gathering	International level Reflect on relevant comparative studies from different countries.
	National level Support partners in making data collections gender-sensitive (sex-disaggregated and gathered in a gender-sensitive manner) and support partners in conducting or commissioning comparative studies on gender-specific issues throughout the DDR programme.
	Local level Collaborate with local partners on gathering gender-specific information they have access to, such as community perceptions of returning male and female participants and gender-responsive reintegration options.
Human resources	International level Support participation of gender experts, such as representatives of national governments in charge of women or gender issues, or representatives of international organizations like UNWOMEN, in national and international meetings and conferences.
	National level Train members of the national DDR commission and line ministries and ensure their participation in gender-related DDR processes
	Local level Make sure local expertise and input is used for information gathering, planning and implementation of the DDR programme, as well as monitoring and evaluation.
Material and logistical support	All levels Provide material and logistical support to partners for organizing gender-related events.
Community development	International level Promote and support the use of participatory approaches and representation and consultation of partner organizations working on gender issues.
	National level Collaborate on carrying out gender-sensitive community assessments for in support of reintegration projects.
	Local level Use community consultations throughout the DDR programme.

## 5. MAKE EVALUATIONS GENDER-SENSITIVE

In addition to continuous, mostly internal monitoring, DDR programmes typically commission numerous evaluations at different phases of the programme cycle. Evaluations are systematic efforts to credibly answer in-depth questions about DDR effectiveness, efficiency, sustainability and impact.

To make evaluations sensitive to gender, two aspects need to be taken into consideration. Firstly, for all evaluations, the evaluation team will need to operate in a gender-sensitive manner. Among other things, this includes considering the composition of the evaluation team, the gender expertise of evaluators, and the way data is gathered. It is paramount that the recruitment process and the ToRs for the evaluation take these aspects into consideration. Additionally, evaluations should – where possible and appropriate – answer specific gender-related questions. Although the total number of key questions for evaluations should be limited, at least one question in a DDR evaluation should reflect gender considerations. This key question on gender should refer to the extent to which female and male combatants, supporters and dependants consider that the DDR programme addresses their needs.

Another important aspect to consider is to what extent did the DDR programme make use of gender-related opportunities to make the programme more effective.

Box 25: Entry points for gender considerations in DDR programme evaluations

Type of evaluation	Gender-related entry points
Formative internal evaluations	<ul style="list-style-type: none"> <li>– Include gender-specific findings from pilot interventions;</li> <li>– Include evaluation of gender-responsive mechanisms;</li> <li>– Ensure close collaboration of M&amp;E specialists and the gender focal point in planning and commissioning the evaluation.</li> </ul>
Mid-term evaluations	<ul style="list-style-type: none"> <li>– Include questions measuring to what extent the DDR programme is operating in a gender-responsive manner;</li> <li>– Assess the level of gender competency among staff;</li> <li>– Assess to what extent ToRs of DDR staff are gender-sensitive;</li> <li>– If possible, include a gender expert in the evaluation team, or alternatively include an evaluator with gender experience.</li> </ul>
Terminal evaluations	<ul style="list-style-type: none"> <li>– Include key gender-specific questions from the DDR programme document;</li> <li>– Evaluate the extent to which the DDR programme interventions have addressed women’s and men’s different status and access to services;</li> <li>– Include a gender expert on the evaluation team.</li> </ul>
Ex-post evaluations	<ul style="list-style-type: none"> <li>– Evaluate the extent to which the programme has contributed to sustainable peace in the society as a whole, serving both women’s and men’s specific needs.</li> </ul>

## **Links to Resource Package**

### **Monitoring a DDR Programme**

RESOURCE 10: Recruiting new staff: questions for mapping gender competencies

RESOURCE 11: Gender-specific responsibilities: examples for terms of references

### **Management Structures**

RESOURCE 12: Checklist of key gender-related responsibilities for DDR programme managers

## **Further Reading**

UNDP (2005): 'Knowledge and Information Management Strategy for the Crisis Prevention and Recovery Practice Area', UNDP/BCPR.

UNDP 8 Point Agenda, Toolkit

UNDP (2009): 'How-To Guide: How to plan and manage the monitoring and evaluation of Disarmament, Demobilization and Reintegration programmes', UNDP/BCPR.

UNDP (no date): 'RBM in UNDP: Technical Note – Knowing the What and the How', UNDP/BCPR.

UNDP (no date): 'RBM in UNDP: Selecting Indicators – Signposts of Development', UNDP/BCPR.

UN Security Council Resolution 1325 (2000), S/Res/1325, 2000.

UN Security Council Resolution 1820 (2008), S/Res/1820, 2008.

## **Relevant Links**

Batliwala, S and Pittman, A (2010): 'Capturing Change in Women's Realities: A Critical Overview of Current Monitoring & Evaluation Frameworks and Approaches', Association for Women's Rights in Development.

Online: [http://www.awid.org/Media/Files/Capturing\\_Change](http://www.awid.org/Media/Files/Capturing_Change)

United Nations Economic Commission for Europe and the World Bank Institute (2010): 'Developing Gender Statistics: A practical tool' United Nations, Geneva. Online: [http://genderassets.files.wordpress.com/2011/01/developing\\_gender\\_statistics.pdf](http://genderassets.files.wordpress.com/2011/01/developing_gender_statistics.pdf)



#### IV. HOW TO CLOSE A DDR PROGRAMME IN A GENDER-RESPONSIVE WAY

The objective of a gender-responsive exit strategy is to ensure a smooth transition from DDR to sustainable development and broader stabilization strategies, such as economic recovery and security sector reform (SSR), while taking into account the different needs and opportunities for both women and men. The overall transition process at the end of a DDR programme will affect female and male participants and beneficiaries differently due to their different needs.

In the process of planning the DDR programme, exit strategies should be considered for two possible scenarios:

- A DDR programme is closed after the programme’s objective of supporting a certain number of ex-combatants and members of associated in becoming stakeholders of the peace process is met within the scheduled time frame; or
- A DDR programme needs to be closed due to changes in the political, social or security environment, thus preventing the programme from starting or being completed.

In order to ensure that a DDR exit strategy is gender-responsive, the following should be considered:

1. Planning for a gender-responsive exit strategy of a DDR programme is part of the overall DDR planning process
2. Working with and building capacity of national and local counterparts involved in gender issues and DDR is important to prepare for the exit phase
3. Identifying and strengthening linkages of gender-related DDR initiatives with broader recovery and peace building projects is crucial for sustainability

## **1. PREPARING A GENDER-RESPONSIVE EXIT STRATEGY**

Gender is often not considered a first priority of the DDR exit strategy, and broad-based lobbying is thus required to ensure project continuation and follow-up in a gender-responsive manner. In order to do so, it is important to make sure that planning for a gender-responsive exit strategy becomes part of the overall DDR planning process and starts as early as possible.

The following steps are recommended to make the exit strategy gender-responsive:

Step 1: Identify gender-specific risks throughout DDR programme implementation

Step 2: Identify partners to take forward gender-related work

### **Step 1: Identify gender-specific risks throughout DDR programme implementation**

In order to develop a better understanding of the implications and possible consequences that closing the DDR programme might have on gender dynamics, it is important to identify gender-specific risks throughout the DDR programme. This information forms the basis for developing a gender-responsive exit strategy.

Action points:

- Identify the implications of each potential risk on gender norms and roles, as well as the vulnerabilities of male and female participants;
- Create a set of gender-specific early warning indicators;
- Record the results achieved in addressing gender-specific needs and vulnerabilities among male and female participants.

### **Step 2: Identify partners to take forward gender-related work**

In preparation of a DDR programme, a stakeholder analysis should have been carried out, identifying key partners to work with in the planning, implementation and monitoring of a DDR programme. Ideally, the analysis should be updated on a regular basis. Exit strategy can build on this analysis, focusing now more on finding those partners that have the interest to take forward gender-related work after closure of the DDR programme. In preparation for the exit phase, the analysis further examines the partners' existing capacity, influence and additional support needs.

Along with the gender-related risk analysis, the stakeholder analysis forms a basis for developing a joint, gender-responsive exit strategy that ensures the continuation of gender-related activities after the DDR programme.

## **2. BUILDING CAPACITY OF LOCAL COUNTERPARTS**

Governments and other national implementing partners in post-conflict environments often require capacity building to be able to carry on gender-related work or to maintain the achieved results after the closure of a DDR programme. It is therefore important to closely work with national counterparts

to encourage ownership, commitment and successful delivery of services that eventually increase the sustainability of the results.

Three steps are recommended for building local counterparts gender expertise:

Step 1: Create a capacity development strategy for national counterparts

Step 2: Build capacity of national counterparts

Step 3: Share your information and experiences

### **Step 1: Create a capacity development strategy for national counterparts**

In order to maintain gender-specific focus and increase the sustainability of DDR programme results, sufficient capacity of the national government, NGOs and other actors needs to be reinforced well before the transfer of the programme services to them. A national gender capacity development strategy, formulated jointly by all key stakeholders involved in DDR programme follow-up, is an important tool for this.

The strategy should be developed early on during the DDR programme. Ideally, national actors should lead the process of formulating and implementing the strategy in order to maximise ownership, with international counterparts providing support where needed.

Action points:

- Promote gender balance and expertise in teams involved in developing the DDR exit strategy.
- Promote thorough consultations of national and local stakeholders throughout the DDR process;
- Facilitate networking and cooperation of national stakeholders.

### **Step 2: Build capacity of national counterparts**

Building the capacity of national stakeholders is an essential part of improving the efficiency and sustainability of the gender-related work and results of the DDR process. As this is a lengthy process, capacity building activities need to be on the agenda throughout the DDR programme.

Action points:

- Engage line ministries and national institutions in charge of gender and women's issues in all phases of the DDR programme and work with them in order to allow for a gradual build-up of capacity.
- Place or second gender experts to relevant partner organizations, such as national DDR commission, line ministries and implementing partners. In addition to working for gender-responsive programme results, include the responsibility to enhance receiving organization's gender competency in the ToRs of these experts.
- Train national DDR commission staff in gender issues either by conducting a country-specific training course or promoting international training opportunities on DDR and gender.
- Conduct trainings on gender equality for regional DDR offices or encourage their participation in international DDR and gender trainings. Consider specific language needs and make training

agendas as context specific as possible.

- Engage both women’ and men’s associations or groups as early as possible. There is a growing network of men’s organizations actively involved in gender issues<sup>17</sup>. However, the lack of strong men’s organizations to partner with is an on-going challenge in many post-conflict environments.
- Allocate sufficient financial resources for the capacity development process.
- Allow time for a gradual transfer of responsibility over gender-related work to national government institutions and implementing partners.

### **Programme example 10**

#### **Sudan (Blue Nile State) - Building capacity of local counterparts**

As part of the social reintegration process of UNDP’s DDR programme for women in Blue Nile State, Sudan, UNFPA implemented an awareness raising campaign integrating issues of reproductive health, HIV/AIDS and gender-based violence. One component of the campaign was the One Man Can manual, produced by Sonke Gender Justice to stop domestic violence, and adapted to Sudanese context by a local NGO called Mubadiroon.

One Man Can campaign promotes the idea that each individual can create a better, more equitable and more just world. The campaign encourages men to take action and work together with other men and women to promote healthy relationships. The values of the campaign included commitment to gender equality, happiness, dignity and supporting women to achieve their right to health. The project used participatory approaches and took into account traditional and cultural norms to make the campaign suitable for both men and women.

Mubadiroon, supported by UNDP’s Rule of Law project trainers in Blue Nile State, trained 30 individuals on the One Man Can manual, including nurses, staff of Sudan National AIDS Programme, people living with HIV/AIDS, ex-combatants, HIV-peer educators (trained by UNMIS HIV in 2009), actors, media and local NGOs. These 30 individuals then supported the training of 60 community level peer educators on reproductive health, HIV or gender-based violence in the DDR programme communities of return in the Blue Nile State. These peer educators in turn developed outreach and awareness raising strategies tailored to suit their own communities. At the same time these facilitators worked with community educators to develop a comprehensive public information campaign, reaching approximately 19,500 individuals. Community leaders were engaged in this process by recording messages on reproductive health to be broadcasted in the local radio.

Women welcomed the fact that men were also targeted through this project, allowing them to openly discuss their traditions, cultural practices and gender-specific vulnerabilities, as well as barriers and perspectives of women’s roles. Overall, these trainings and awareness raising campaigns have led both men and women to reflect and more openly discuss gender and issues such as gender-based violence. Many of the project participants and facilitators have suggested the manual and the awareness raising campaign to be replicated in other areas of Sudan.

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17 MenEngage is a global alliance with over 300 institutional partners around the world. Online: [www.menengage.org](http://www.menengage.org).

### **Step 3: Share your information and experiences**

To complement the technical capacity building support to local counterparts, it is also important to hand over all existing gender-related information and materials gathered over the DDR programme period. Sharing of lessons learned and best practices serves in enhancing local partners' ability and expertise to address gender issues. Types of information and material to be handed over include:

- Sex-disaggregated data;
- Studies on gender-specific issues;
- Lessons learned on addressing gender issues in DDR, including programme evaluations and reviews;
- Contact details of relevant local and international resource persons.

### **3. BUILD LINKAGES WITH OTHER GENDER-RELATED INITIATIVES**

As reintegration programmes depend on voluntary contributions and are thus limited in time, the sustainability of DDR programme results depends highly on linkages made with broader and longer-term peace building and recovery programmes. This also applies to gender-specific support programmes or initiatives, indicating the need to seek for effective linkages and to hand responsibilities over to actors that can take forward activities and sustain programme result after the closure of a DDR programme.

Practice has indicated that a key challenge in this process is the planning of such linkages early on in DDR process, at a time when other priorities often prevail. In addition to that, sufficient resources are required in order to allow time for a gradual handover. In order to ensure smooth handover of responsibilities, two steps are recommended:

Step 1. Ensure linkages with broader recovery programmes

Step 2. Ensure linkages with security sector reform

#### **Step 1: Ensure linkages with broader recovery programmes**

Action points:

- Create synergies with broader socio-economic and development strategies (e.g. United Nations Development Assistance Framework (UNDAF) and Poverty Reduction Strategy Paper) through the entire DDR process, including specific linkages to broader gender-specific strategies. In other words, make sure that reintegration becomes part of wider recovery strategies.
- Engage private sector and promote gender-responsive employment opportunities.
- Plan reintegration programmes to be transferred into gender-responsive community driven conflict resolution initiatives and development projects enhancing social cohesion.

#### **Step 2: Ensure linkages with security sector reform**

Together with the DDR programme, security sector reform (SSR) plays an important role in preventing resurgence of armed conflict and sustaining peace in a post-conflict setting. After the conflict former

combatants are often offered to integrate into the new security forces. It is important to note that in post-conflict environments violent behaviour, related to gender roles and expectations in and after conflict, is often reflected in the new formal security sector as well. Ex-combatants who have been socialized to violent behaviour during conflict are in risk of transforming violent patterns into their work on the security sector<sup>18</sup>. These implications of gender norms and roles on the success of SSR and the security environment in general, should be addressed as part of a gender-responsive DDR programme.

Action points:

- Assess gender dimensions of violence and their implications to security sector.
- If necessary, extrapolate gender-sensitive DDR programme activities to the wider security sector.

The absence of women from the security sector is not just discriminatory, but can represent a lost opportunity to benefit from the different skill sets and approaches offered by women as security providers. Giving women the means and support to enter the DDR programmes should be linked to encouraging the full representation of women in the security sector and thus to meeting a key goal of Security Council Resolution 1325 (2000)<sup>19</sup>. If female ex-combatants are not given adequate consideration in DDR processes, it is very unlikely that they will be able to enter the security forces through the path of integration.

Action points:

- During the DDR process, inform female ex-combatants of their option of integrating into national security forces in line with government strategies. Consider linking female ex-combatants' demobilization and participation in the DDR programme to the incentive option of a career within new security sector.
- Share lessons learned on challenges female ex-combatants faced during reintegration (e.g. stigma, non-conventional skill sets, trauma) to make sure these issues will be considered to facilitate women's integration into the security sector.
- Work with international counterparts to encourage gender-sensitive SSR measures in order to ensure that reformed security institutions provide fair and equal treatment to female personnel, taking into account their special security and protection needs.

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18 For a deeper analysis, refer to UNDP (2011): 'Blame it on the War? Gender Dimensions of Violence in Disarmament, Demobilization and Reintegration (DDR)', 33-36.

19 UN Security Council Resolution 1325 (2000), S/Res/1325, 2000.



## RESOURCE PACKAGE

This resource package contains a set of practical tools and templates to support gender-sensitive programming. The resources can be used as such or modified to the specific context of the DDR programme in question.

- Resource 1: Checklist for a rapid gender assessment of a DDR programme
- Resource 2: Examples of gender-sensitive provisions for peace and DDR agreements
- Resource 3: Example of a DDR result matrix with gender-specific indicators - Nepal
- Resource 4: Overview of gender-sensitive DDR assessments
- Resource 5: Key entry points for gender-sensitive assessments
- Resource 6: Identifying partners' capacities, influence and interests
- Resource 7: Making DDR results chains gender-sensitive
- Resource 8: Examples of indicators: tracking gender-responsiveness of a DDR programme
- Resource 9: Checklist for a rapid gender assessment of a DDR budget
- Resource 10: Recruiting new staff: Questions for mapping gender competencies
- Resource 11: Gender issues as common responsibility: Examples for terms of references
- Resource 12: Checklist of key gender related responsibilities for DDR programme managers

## RESOURCE 1. CHECKLIST FOR A RAPID GENDER ASSESSMENT OF A DDR PROGRAMME

Review the programme in terms of each programme and check the appropriate option. In the future, pay special attention to the questions where the answer was “no”.

Rapid gender assessment of a DDR programme	Yes	No
<b>Discourse</b>		
Is the overall policy language inclusive and gender-specific?		
<b>Organizational arrangements</b>		
Are gender considerations included in ToRs of all staff members?		
Has the majority of staff completed gender training programmes (e.g. UNDP Gender Journey <sup>1</sup> )?		
Is there a gender resource person within the DDR programme?		
Are male and female staff members equally competent in gender issues?		
Is gender considered a priority at programme management level?		
Are there (regular) specific gender and DDR meetings taking place (programme specific or UNCT wide)?		
<b>DDR programme cycle</b>		
Have the pre-programme assessments been gender-sensitive?		
Is the baseline data disaggregated by sex and used accordingly in work processes?		
Was a gender-responsive DDR document?		
Has 15% of the overall budget been dedicated to gender-specific activities?		
<b>External relations</b>		
Is there a functioning multi-stakeholder initiative on DDR and gender?		
Does technical cooperation with national DDR commission include activities addressing gender equality?		
During the last year, have there been activities implementing Security Council Resolutions 1325 and 1820?		
<b>Implementation</b>		
Have both male and female participants been consulted on a continuous basis?		
Do programme staff, external consultants and evaluators operate in a gender-sensitive manner?		
Are gender considerations included in the final reports and results reporting?		

<sup>1</sup> UNDP, ‘The UNDP Gender Journey: Thinking Outside the Box’, UNDP Virtual Development Academy. Online: <http://www.jposc.org/documents/courses/gender/index.html>

## RESOURCE 2: EXAMPLES OF GENDER-SENSITIVE PROVISIONS FOR PEACE AND DDR AGREEMENTS

Provisions by phase of the DDR process	Provision by focus
<p>Women's participation</p> <ul style="list-style-type: none"> <li>– Women's participation at every stage of the DDR process (i.e. from negotiating to planning, implementing, monitoring and evaluation) should be referred to as a key component of the DDR process.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Gender expert should be involved at every phase of a DDR programme (negotiations, planning, programme design, implementation, monitoring and evaluation)</li> </ul> <hr/> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– In negotiations and planning phase, women should constitute at least 30% of the involved personnel</li> <li>– Consultations with women's groups should be held during the negotiations and planning phases</li> <li>– Women in leadership positions at national and local levels, as well as governmental ministries and departments with gender-related mandates should participate in all phases and relevant decision-making bodies such as the national DDR commission</li> </ul>
<p>Assessment</p> <ul style="list-style-type: none"> <li>– An understanding of the DDR context and of how DDR programme may affect women, men, girls and boys should be developed and referred to.</li> <li>– Different roles and needs of women, men, girls and boys during the conflict should be considered.</li> <li>– Different groups of female participants should be explicitly listed and recognized, including female ex-combatants, female supporters, women associated with armed forces and groups, and female dependants.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Gender experts should be included in assessment missions and assessment teams</li> <li>– Cultural norms and affected specific needs of women, men, girls and boys shall be taken into account when identifying and designing sites for cantonment.</li> </ul> <hr/> <p>Sex-specific provisions</p> <p>Assessments and assessment teams should be required to:</p> <ul style="list-style-type: none"> <li>– Verify the number and percentage of women and girls associated with armed groups and forces</li> <li>– Collect baseline information on patterns of weapons possession among women and girls</li> <li>– Identify local capacities of women's organizations already working on security-related issues</li> <li>– Consult with women's organizations, as valuable source of information</li> <li>– Work closely with senior commanders of armed forces and groups to start raising awareness about women's inclusion and involvement in DDR.</li> <li>– Mention a specific proportion of resources (at least 15%) to be allocated for gender-specific interventions.</li> <li>– Include recommendations for personnel and budgetary requirements for the inclusion of female DDR experts, female translators and female field staff for reception centres and cantonment sites in the assessment report.</li> </ul>

<p>Demobilization</p> <ul style="list-style-type: none"> <li>– Eligibility criteria should explicitly include women associated with armed forces and groups as eligible for demobilization</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Accountability mechanisms should be set up to ensure that all staff members are committed to gender equality</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Definition of who is a dependent should reflect the cultural context of the conflict situation, including, for example, multiple wives of a male ex-combatant.</li> <li>– National DDR commission should be encouraged to work closely with ministries in charge of gender/women’s affairs, as well as women’s peace building networks.</li> </ul>
<p>Transitional Support</p> <ul style="list-style-type: none"> <li>– The distribution of benefits must enable women and girls to have the same economic choices as men and boys.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Basic demobilization benefit packages, including access to land, tools, credit and training shall be provided equitably among women/girls and men/boys.</li> <li>– Demobilization packages should be sensitive to different gender roles and identities, with a special focus on the balance between women’s economic empowerment and maintaining social cohesion at the community level.</li> <li>– Educational opportunities should be made equally available to female and male participants.</li> <li>– Receiving communities and community leaders should be informed about the reintegration packages and their potential impact upon communities. Communities shall be included when deciding how development strategies will be provided to ex-combatants.</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Forms of benefit packages (for example, cash/monthly payments) should be determined according to the needs and spending patterns of women and women’s traditional forms of money management. Additionally, if applicable, they should promote women’s access to private banks.</li> <li>– Education and training efforts should be designed according to the needs and desires of women and girls and should start as early as possible, during the demobilization phase.</li> </ul>

<p>Assembly</p> <ul style="list-style-type: none"> <li>– Wide information campaigns should be carried out to encourage male and female ex-combatants, supporters and dependants to join DDR programmes. The campaigns should provide clear information about the eligibility criteria for these three groups of participants.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Information about eligibility criteria should be made equally accessible to male and female ex-combatants, dependants and supporters, using media and communication tools that are relevant to the context.</li> <li>– Information campaigns should emphasize the importance of female leadership in DDR programmes so that gender balance is ensured in the assembly and cantonment sites.</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Women and girls participating in the DDR process should be made aware of their rights.</li> <li>– Links should be developed between the DDR programme and access to justice to ensure that criminals and perpetrators of GBV are prosecuted.</li> <li>– Information on human rights abuses against women shall be gathered during the cantonment and the demobilization phases.</li> </ul>
<p>Cantonment</p> <ul style="list-style-type: none"> <li>– The physical layout of cantonment sites should be structured so that male and female DDR participants are provided with separate facilities.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Separate facilities shall be made available for men, women, boys and girls.</li> <li>– Physical layout of the reception centre shall enable women, men, boys and girls to receive separate identity cards.</li> <li>– Opportunities to join the restructured police and security forces should be provided equally to men and women.</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Child-care provisions and facilities should be planned and established in cantonment sites.</li> <li>– Health care services should be provided in cantonment sites and specific assistance should be provided for women who have been abducted and/or suffered sexual assault during and after conflict.</li> </ul>
<p>Disarmament</p> <ul style="list-style-type: none"> <li>– Disarmament initiatives should be conducted with a full understanding of the gender dynamics in the society, paying special attention to not reinforcing or supporting violent representation of masculinity.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Men and women’s equal access to secure disarmament sites should be guaranteed.</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Special emphasis should be put on identifying female ex-combatants to allow them to return weapons</li> </ul>

<p>Resettlement</p> <ul style="list-style-type: none"> <li>– After demobilization, women and men should be allowed to freely and safely return to their destination of choice</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Special emphasis should be put on sensitizing communities in order to tackle gender-based violence.</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Proper travel assistance should be offered to female ex-combatants and supporters after encampment to allow them to safely return to their destination of choice</li> <li>– Transitional safety net should be put in place to help resettled female ex-combatants and supporters with housing, health care and counselling.</li> <li>– Special emphasis to be put on measures to help reunify mothers and children.</li> </ul>
<p>Social Reintegration</p> <ul style="list-style-type: none"> <li>– Reintegration of former combatants, dependants and supporters into communities should take into account gender-specific difficulties of readjustment to civilian life.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Specific measures should be put in place to ensure that communities are sensitized to the gender-specific difficulties of readjustment to civilian life and to provide adequate support for women and men returning into communities.</li> <li>– Community leaders, including church leaders, traditional authorities and women’s groups should be involved in sensitization campaigns targeting receiving communities.</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Women’s organizations and formal/informal networks of female ex-combatants and supporters should be encouraged to provide assistance to returnees, support reconciliation work and inform receiving communities about the potential impact of reintegration programmes on community development.</li> <li>– Legal assistance should be provided to female ex-combatants and members of associated groups to assist them in combating discrimination and facilitating their access to justice services</li> </ul>
<p>Economic Reintegration</p> <ul style="list-style-type: none"> <li>– Women and men should be provided with equal economic opportunities supporting their empowerment and reintegration into civilian life.</li> </ul>	<p>Provisions acknowledging gender</p> <ul style="list-style-type: none"> <li>– Special measures should be put in place to support reintegration assistance to men and women into communities, aiming at reviving livelihoods and sustainable economic security of communities.</li> <li>– Financial and material assistance should be provided to widows, widowers and dependants of ex-combatants killed in conflict.</li> </ul> <p>Sex-specific provisions</p> <ul style="list-style-type: none"> <li>– Specific measures should be put in place to support economic empowerment of women ex-combatants, supporters, dependants and widows, including through legal reform and facilitated access to credit, land and resources.</li> <li>– Single or widowed female ex-combatants, supporters or dependants should be recognized as heads of households and granted with specific financial and material assistance.</li> </ul>

## RESOURCE 3: EXAMPLE OF A DDR RESULTS MATRIX WITH GENDER-SPECIFIC INDICATORS - NEPAL

S/No	Intervention	Performance Indicator	Tools
A.	Gender mainstreaming		
A1	Training of IP/SP/UN counselors on 1325, 1820, 1888, and 1889	<ul style="list-style-type: none"> <li>– Number of UNIRP staff received training on SCRs 1325, 1820, 1888 and 1889</li> <li>– Number of implementing partners/service providers that received training on SCRs 1325, 1820, 1888 and 1889</li> <li>– Number of staff and partners who can explain SCRs 1325, 1820, 1888, and 1889</li> </ul>	<ol style="list-style-type: none"> <li>1.Attendance sheet</li> <li>2.Training evaluation sheet</li> <li>3. Pre/post test</li> </ol>
A2	Training and follow-up support to CAAFAG <sup>1</sup> IPs <sup>2</sup> on gender assessment/mainstreaming	<ul style="list-style-type: none"> <li>– Gender need assessment report</li> <li>– Number of CAAFAG partners receive training on gender mainstreaming</li> <li>– Number of trainings organized to CAAFAG partners</li> </ul>	<ol style="list-style-type: none"> <li>1. Attendance sheet</li> <li>2. Training evaluation sheet</li> <li>3. Pre/post test</li> </ol>
A3	Orientation of SPs and UNIRP staff on gender mainstreaming and referral mechanisms	<ul style="list-style-type: none"> <li>– Number of staff and SPs received orientation on gender support.</li> <li>– Number of female VMLRs<sup>3</sup> receive support</li> <li>– Number of female VMLRs referred to specific gender support</li> <li>– Gender orientation plan and completion report</li> </ul>	<ol style="list-style-type: none"> <li>1. Attendance sheet</li> <li>2. List of total number of female VMLRs</li> <li>3. Daily/monthly reports</li> <li>4.Orientation plan</li> <li>5.Reports (each and compiled)</li> </ol>
A4	Integrate gender in monitoring and evaluation tools/processes.	<ul style="list-style-type: none"> <li>– Gender disaggregated database and matrix</li> <li>– Gender monitoring reports</li> </ul>	<ol style="list-style-type: none"> <li>1. Gender integrated M&amp;E tool kit</li> <li>2. Gender integrated database/matrix (initial/filled)</li> <li>3. Reports</li> </ol>
A5	Joint Interagency monitoring of programmes from a gender perspectives.	<ul style="list-style-type: none"> <li>– Number of monitoring missions conducted</li> <li>– Gender-specific monitoring reports</li> </ul>	<ol style="list-style-type: none"> <li>1. Joint visit plans</li> <li>2. Joint visit reports</li> <li>3. Sharing of general findings</li> </ol>
A6	Gender-specific needs assessment (to be carried out in UN regional counseling offices, training centers and communities).	<ul style="list-style-type: none"> <li>– Sex-disaggregated data prepared</li> <li>– Number of female VMLRs with special needs identified and referred for support.</li> </ul>	<ol style="list-style-type: none"> <li>1. Sex-disaggregated matrix/database</li> <li>2. Copies of referral sheets</li> <li>3. Reports on support provided</li> </ol>
A7	Integration of adolescent girls of VMLRs through participation in Choose Your Future (CYF) programme	<ul style="list-style-type: none"> <li>– Minutes of the meetings with DWD and MoWCSW</li> <li>– Number of women participated and benefited from the CYF programme Number of DWDs received orientation/training</li> </ul>	<ol style="list-style-type: none"> <li>1. Records of minutes</li> <li>2. Attendance/ registration sheet</li> <li>3. Training evaluation</li> <li>4. Pre/post test</li> </ol>

1 Children associated with armed forces and armed groups

2 Implementing partner organizations

3 Verified minors and late recruits

B Access to rehabilitation support			
B1	<p>Ensure gender friendly environment during counseling.</p> <ul style="list-style-type: none"> <li>– Presence of female staff for counseling</li> <li>– Support for childcare during counseling</li> </ul>	<ul style="list-style-type: none"> <li>– Number of female VMLRs with special needs that received counseling and were referred to rehabilitation packages</li> <li>– A childcare center established in each regional office</li> <li>– Regional offices' weekly reports with gender disaggregated data</li> </ul>	<ol style="list-style-type: none"> <li>1. Sex-disaggregated data sheet from counselors</li> <li>2. Daily counseling report</li> <li>3. Registry at child care center</li> <li>4. Weekly/monthly reports</li> </ol>
B2	<ul style="list-style-type: none"> <li>– Nutritional diet for pregnant women and lactating mothers during training programmes</li> </ul>	<ul style="list-style-type: none"> <li>– Number of pregnant women and lactating mothers that received nutritional support</li> <li>– Number of pregnant women and lactating mothers that completed the training</li> </ul>	<ol style="list-style-type: none"> <li>1. Compiled registration forms with sex-disaggregated data</li> <li>2. Attendance sheet</li> <li>3. Post training evaluation sheet</li> <li>4. Follow-up reports if applicable</li> </ol>
B3	<ul style="list-style-type: none"> <li>– Arrangement of child care for children under 5 years of age of participants enrolled in rehabilitation packages and single mothers (VMLR) in community.</li> <li>– Enroll children (under 5) in existing child care centers or set up child care space in TC</li> <li>– Structural support to community based childcare centers where children of VMLR are enrolled.</li> </ul>	<ul style="list-style-type: none"> <li>– Number of childcare centers established in training centers</li> <li>– Number of childcare centers established and having received structural support in communities</li> <li>– Number of children under 5 enrolled in childcare centers</li> <li>– Number of children of VMLRs benefiting from childcare support who are not taking rehabilitation</li> </ul>	<ol style="list-style-type: none"> <li>1. Checklist of facilities available in training centers</li> <li>2. List of child care centers available</li> <li>3. Registration sheets of children enrolled in child care center with</li> <li>4. Attendance sheets of children enrolled in child care center with</li> <li>5. Record of benefits provided</li> </ol>
B4	<p>Childcare grant for children under 5 years (maximum 2 children) at the rate of Rs. 500/- per month for supplementary diet for approximately 850 children for one year.</p>	<ul style="list-style-type: none"> <li>– Number of children that benefited from childcare grant</li> <li>– Number of women caring for children under 5 that completed training and education programmes</li> </ul>	<ol style="list-style-type: none"> <li>1. Registration sheet</li> <li>2. Attendance sheet</li> <li>3. Record of benefits being provided</li> </ol>

B5	<p>Linking female VMLR to existing micro credit groups, cooperatives and employment opportunities.</p> <ul style="list-style-type: none"> <li>– Meeting with MoPR, DWD and WFN (UNFPA)</li> <li>– Meeting with MFIs and potential employers at the central and local levels (UNDP)</li> <li>– Linkages with UN/ partners existing programmes (UNDP/ILO)</li> </ul>	<ul style="list-style-type: none"> <li>– Minutes of the meeting with MoPR, DWD, WFN and MFIs</li> <li>– Number of female participants linked and receiving support from MFIs and other existing support sources</li> </ul>	<ol style="list-style-type: none"> <li>1. Meeting minutes</li> <li>2. Agenda</li> <li>3. Attendance sheet</li> <li>4. Record of linkages established</li> </ol>
B6	<p>Maternity Allowance – Paid leave in the form of advanced payment of stipend for one and half months.</p> <p>Estimated 100 delivery cases during the training or education, NRs. 4,500 advanced stipend per participant.</p>	<ul style="list-style-type: none"> <li>– Number of pregnant women receiving maternity allowance</li> <li>– Number of women who delivered during the training/education that graduated from the rehabilitation</li> <li>– Number of women having given birth during training/education</li> </ul>	<ol style="list-style-type: none"> <li>1. Registration sheet</li> <li>2. Attendance sheet</li> <li>3. Graduation record</li> <li>4. Medical records</li> </ol>
C	Referrals for health, psychosocial and legal support:		
C1	<p>Referral of female ex-combatants with specific medical needs to district/ regional hospitals:</p> <ul style="list-style-type: none"> <li>– Developing information package on existing health provision from governmental organizations and NGOs and sharing it with participants during counseling and training/ education.</li> <li>– Meeting with Ministry of Health lead by MoPR.</li> <li>– Linking participants of the programme with existing government health services.</li> </ul>	<ul style="list-style-type: none"> <li>– Number of female participants that received orientation and know existing local and regional government health facilities.</li> <li>– Minutes of the meeting with the MoHP and MoPR. Number of participants referred to government health facilities i.e. hospitals, clinics and health posts.</li> </ul>	<ol style="list-style-type: none"> <li>1. Attendance/ participation sheet</li> <li>2. Meeting minutes</li> <li>3. Number of referrals made</li> </ol>

C2	Support to victims of GBV: Referral to health support Legal counseling/support to victims of GBV and referral to support through existing referral mechanisms (PLCs) Psychosocial support to victims of sexual abuse through existing psychosocial support network	<ul style="list-style-type: none"> <li>– Number of participants identified with GBV cases and referred for health support.</li> <li>– Number of participants referred to PLCs and received legal counseling.</li> <li>– Number of GBV cases received psychosocial counseling.</li> </ul>	<ol style="list-style-type: none"> <li>1. Attendance/ registration/participation list</li> <li>2. Reports</li> <li>3. Referral forms for # of referral provided</li> <li>4. # of counseling support provided</li> </ol>
<b>D</b> Social reintegration:			
D1	Family and community counseling and mediation, including cases with trauma, distress, substance abuse.	<ul style="list-style-type: none"> <li>– Number of families of VMLRs that received counseling.</li> <li>– Number of VMLRs reunion with their families.</li> </ul>	<ol style="list-style-type: none"> <li>1. Number of counseling sessions provided</li> <li>2. Reports</li> <li>3. Number of VMLRs recorded to have been reunited with their families in the M&amp;E report</li> </ol>
D2	Work with a network of women's organizations to support rehabilitation of female VMLRs at the community level through de-stigmatization initiatives. a) Orient women's organizations regarding social rehabilitation of female participants. b) Orient VMLRs on reproductive health and gender issues	<ul style="list-style-type: none"> <li>– Orientation plan for local women's organizations.</li> <li>– Number of women's organizations that received orientation.</li> <li>– Number of VMLRs received orientation on reproductive health and gender issues.</li> </ul>	<ol style="list-style-type: none"> <li>1. Attendance/ participation record</li> <li>2. Agenda</li> <li>3. Comment sheets</li> <li>4. FGD</li> </ol>
<b>E</b> Empowerment:			
E1	Organize peace/civic education and life skills to youth leaders, including female VMLR, to be replicated into the communities and training centers. – Female youth leaders will organize peace building related activities in the communities with participation of VMLR from community and training centers. – Link female youth leaders to be supported by women's organizations.	<ul style="list-style-type: none"> <li>– Number of peace/civic education and life skills orientation/training organized for youth and VMLRs.</li> <li>– Number of youth and VMLRs that participated in orientation programmes.</li> <li>– Number of social events organized in the communities.</li> <li>– Number of youth and VMLRs that participated in social events/peace building activities.</li> <li>– Number of female VMLRs linked to and supported by local women's organizations.</li> </ul>	<ol style="list-style-type: none"> <li>1. Agenda</li> <li>2. Attendance/ participation sheet</li> <li>3. Comment sheets</li> <li>4. Compiled report</li> <li>5. Exit interviews</li> <li>6. Focus group discussion</li> </ol>

E2	Facilitate participation of female VMLRs in social and economic groups in the community (PLC, youth clubs, micro credit groups, local peace committees etc.)	– Number of participants taking part in social and economic groups in the community (i.e. PLC, youth groups, micro credit groups and etc.)	1. Participation lists 2. Interviews 3. Field reports
F	Information sharing and awareness raising		
F1	<ul style="list-style-type: none"> <li>– Develop information package on gender support matrix with key messages for participants and service providers</li> <li>– Distribute the information package to IRP regional offices, SPs, IPs and CAFAAG partners.</li> <li>– Conduct regular orientation/awareness raising on health and gender support at IRP regional offices, training centers and communities regarding health support.</li> <li>– Incorporate gender information or develop gender specific programme communication tools.</li> </ul>	<ul style="list-style-type: none"> <li>– Information package on gender and health matrix.</li> <li>– Number of regional offices, SPs, IPs and CAFAAG partners that received the information package.</li> <li>– Orientation plan for regional offices and programme partners.</li> <li>– Number of orientation and awareness raising workshops convened at regional level.</li> <li>– Number of PSAs reflecting gender support announced.</li> </ul>	<ol style="list-style-type: none"> <li>1. Information package</li> <li>2. Plan/agenda</li> <li>3. Attendance sheet</li> <li>4. Comment sheet</li> <li>5. Report</li> <li>6. Number of PSAs with gender support</li> <li>7. FGD</li> </ol>

## RESOURCE 4: OVERVIEW OF GENDER-SENSITIVE DDR ASSESSMENTS

Assessment	Objective	Why gender?	Examples of gender-sensitive questions
Gender assessment	To reveal how the conflict has impacted on existing gender roles and norms.	-	<p>Before the armed conflict</p> <ul style="list-style-type: none"> <li>– What were women/men’s roles and responsibilities within the family, neighbourhood and community?</li> <li>– Where women able to work, earn a salary or move freely?</li> <li>– Did women participate in public life and decision making processes?</li> <li>– What type of infrastructure and social networks were in place?</li> </ul> <p>During armed conflict</p> <ul style="list-style-type: none"> <li>– Was there a shift in roles, participation and responsibilities of women and men?</li> <li>– What types of violence affected women and men during the conflict? What are the consequences in the post-conflict situation?</li> <li>– How did women and men experience the changes in gender roles and responsibilities?</li> </ul> <p>After armed conflict</p> <ul style="list-style-type: none"> <li>– Is there a backlash against women’s increased participation and access to decision making?</li> <li>– How do men relate to the existing gender norms? Do they take up their pre-conflict roles?</li> <li>– What resources and coping mechanisms can women rely on to challenge/adapt to new gender roles?</li> <li>– Are there new/revived cultural practices that affect women’s human rights?</li> </ul>

Context analysis	To gain a comprehensive understanding of the regional, country level and local context, such as political, economic and social specificities, culture and religion	A gender-sensitive context analysis makes the specific impacts of the conflict on men and women visible.	<p>Political context</p> <ul style="list-style-type: none"> <li>– Who makes decisions at a national, regional and local level?</li> <li>– Do women and men participate equally in decision making?</li> <li>– What are the barriers to decision making spaces (e.g. educational background, literacy levels)?</li> <li>– What is the level of women’s participation in the civil society (e.g. women’s groups, NGOs)?</li> </ul> <p>Economic context</p> <ul style="list-style-type: none"> <li>– What do sex-disaggregated data on poverty and/or unemployment reveal?</li> <li>– Do men and women earn the same salary for equal work?</li> <li>– What kind of work is perceived appropriate for women and men?</li> <li>– What are men and women’s employment rates on the formal and informal sectors?</li> </ul> <p>Legal context</p> <ul style="list-style-type: none"> <li>– Are women and men equal before the law?</li> <li>– Can women and men own land and tools and inherit? Are both recognized as heads of households?</li> <li>– Can both men and women access the judicial system?</li> <li>– What is the general human rights situation? Are there differences in access to rights between men and women?</li> </ul> <p>Cultural context</p> <ul style="list-style-type: none"> <li>– Are there any cultural practices, which infringe women or men’s rights?</li> <li>– Are there other traditions or religious beliefs, which subordinate women or men in the society?</li> <li>– What kind of gender roles and perceptions are attached to women and men? How might these perceptions affect the reintegration process?</li> </ul>
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Conflict and security analysis	To complement the context analysis, entailing research on the armed conflict, its dynamics and the peace negotiation process	Gender perspective investigates how men and women experienced armed conflict. If possible, this should be done through engaging with programme participants and beneficiaries directly.	Macro components	Micro components
			Type of conflict > A gender-sensitive perspective identifies how women and men have been affected by the specific type of conflict.	
			<ul style="list-style-type: none"> <li>– Root causes and motivations</li> <li>– Low, medium or high intensity</li> <li>– Widespread or focused locally or regionally</li> <li>– Type of resource mobilisation</li> <li>– Duration of conflict</li> </ul>	<ul style="list-style-type: none"> <li>– Personal risks and consequences, types of violence, limited mobility</li> <li>– Consequences for health, torture, displacement, depression, trauma, loss</li> <li>– Mobilisation for violence <ul style="list-style-type: none"> <li>– voluntary or forced</li> </ul> </li> <li>– Gender-specific patterns of victimisation, traumas, ruptures</li> <li>– Type of coping mechanisms</li> <li>– Age of enrolment and time of spent with the armed group</li> </ul>
			Type of armed group > A gender-specific perspective identifies how the nature of the armed groups impacts womanhood and manhood.	
			<ul style="list-style-type: none"> <li>– Ideological basis</li> <li>– Type of leadership</li> <li>– Level of legitimacy</li> <li>– Legal status of armed groups</li> </ul>	<ul style="list-style-type: none"> <li>– Roles played, possibility for bending gender roles, ways of gaining power, control</li> <li>– Access to decision making positions, domination and subordination</li> <li>– Rules and leadership installed within the armed groups</li> </ul>
			End of conflict > A gender-sensitive perspective establishes how men and women interpret and experience the end of the conflict.	
			<ul style="list-style-type: none"> <li>– Military defeat</li> <li>– Negotiation</li> <li>– Spoilers</li> </ul>	<ul style="list-style-type: none"> <li>– Perception of stability and security of men and women</li> <li>– Changes in economic roles</li> <li>– Changes in division of labour between men and women</li> </ul>

Socio-economic profiling of participants	To identify the composition of the participant group, including number, sex, age, specific needs and skills, as well as to identify perceptions in communities of return towards returning participants	Gender perspective ensures that the specific needs of both men and women are identified as a basis for programme design. It also aims at making sure that created employment opportunities are gender-sensitive and avoid stigmatization of groups.	<ul style="list-style-type: none"> <li>– Number of male and female ex-combatants? How many adults and youth associated with armed forces and groups?</li> <li>– What are the specific needs for men and women?</li> <li>– What are the professional skills of men and women? What skills did they perhaps gain during their service in armed groups? What do men and women indicate as preferred reintegration options? What were the main employment types before joining armed groups?</li> <li>– What is the overall perception of host communities towards returning male and female ex-combatants and other participants? Are there specific challenges for either men or women in terms of community acceptance?</li> </ul>
Market survey	To analyse and identify employment opportunities and the absorption capacity of labour market.	Gender perspective increases the success and sustainability of reintegration efforts by identifying specific opportunities for both men and women. This serves both to avoiding reintegration programmes' contribution to stigmatization and to encouraging equal opportunities for all.	<ul style="list-style-type: none"> <li>– What kind of employment opportunities exist on the private sector? What is the perception of and willingness to take up ex-combatants (male and female)?</li> <li>– How can private sector be encouraged to engage in reintegration activities (e.g. grants, (unpaid) on-the-job trainings)?</li> <li>– What is the general situation and absorption capacity in the labour market?</li> <li>– What employment opportunities exist for both male and female ex-combatants?</li> </ul>

## RESOURCE 5: KEY ENTRY POINTS FOR GENDER-SENSITIVE ASSESSMENTS

Type of assessment	Entry points for a gender perspective
Desk research	<ul style="list-style-type: none"> <li>– Consult UNDP programme reports</li> <li>– Review gender-specific reports produced by academia or NGOs</li> <li>– Ask suggestions for information sources from gender experts</li> </ul>
Direct observation	<ul style="list-style-type: none"> <li>– Obtain information about “hidden” members of armed groups and forces (i.e. boys and girls, abducted children and foreign fighters)</li> <li>– Gather information on women’s skills (e.g. medical, nursery, communication) and of different roles and positions of women and girls</li> <li>– Observe participation levels and leadership roles of female and male participants</li> </ul>
Key informant interviews	<ul style="list-style-type: none"> <li>– Interview actors/stakeholders (e.g. male and female participants, ministries, women’s organisations)</li> <li>– Ask questions about gender dynamics, roles and special behaviour expected from women and men respectively.</li> </ul>
Focus group discussions	<ul style="list-style-type: none"> <li>– Invite both men and women and, if considered necessary, separate the groups by sex</li> <li>– Focus on gender-specific subjects</li> </ul>
Mass-based surveys	<ul style="list-style-type: none"> <li>– Be sensitive to local culture</li> <li>– Adjust the phrasing of questions according to the needs of different groups</li> <li>– Take literacy levels into consideration</li> <li>– Questions on gender-based violence require a level of trust and might not be answered in a mass-based survey</li> </ul>
Participatory assessment	<ul style="list-style-type: none"> <li>– Invite men and women</li> <li>– Include questions about perceptions on the DDR programme’s relevance to participants’ needs</li> <li>– Consider how the timing or way meetings are held may impact the participation of women and men differently</li> <li>– Consider who represents the community, how well do this person’s views reflect the reality of the community and to what extent this representative is tempted to give politically correct answers on gender-related questions</li> </ul>
Market research	<ul style="list-style-type: none"> <li>– Include women’s perceptions on security issues (e.g. small arms)</li> <li>– Reflect on the local economic and employment situation (who benefits, who loses)</li> <li>– Map the situation in the job market and consider the empowering opportunities for men and women</li> </ul>
Sampling	<ul style="list-style-type: none"> <li>– Consider both men and women when determining the scope, focus and precision of data collection activities</li> <li>– General insight on specific DDR issues can be obtained from civilian populations and subgroups</li> </ul>

## RESOURCE 6: IDENTIFYING PARTNERS' CAPACITIES, INFLUENCE AND INTERESTS

Fill in the table for relevant partners, measuring gender-related capacities, power to influence DDR agenda and interest in gender issues in DDR.

- = no capacity/influence/interest; + - +++ = the strength of capacity/influence/interest

Partner	Capacity 1) financial 2) human 3) technical			Influence	Interest	Main role in DDR programme, involvement in already existing gender-related initiatives (describe)
	1	2	3			
National/local governmental						
National DDR commission						
Ministries on gender/women						
Ministries on DDR/security						
Provincial/local governmental institutions						
Non-governmental						
Women's NGOs/networks						
Men's NGOs/networks						
Community councils						
Local CSOs						
Religious institutions						
Faith-based organizations						
Private sector						
Multinational organizations						
EU						
WB						
ILO						
IOM						

Partner	Capacity 1) financial 2) human 3) technical			Influence	Interest	Main role in DDR programme, involvement in already existing gender-related initiatives (describe)
	1	2	3			
Other						

## RESOURCE 7: MAKING DDR RESULTS CHAINS GENDER-SENSITIVE

Example of a general DDR results chain	Gender considerations	Example of a gender-sensitive results chain
<p><b>Objective</b> Enhance security and stability in a post-conflict environment so that recovery and development can begin.</p>	<ul style="list-style-type: none"> <li>– Impacts are complex results – gender responsiveness is to be evidenced in indicators and processes of data collection rather than formulated explicitly in the impact statement</li> <li>– Include a gender perspective in indicators, data collection methods and budget</li> </ul>	<p><b>Objective</b> Enhance security and stability in a post-conflict environment so that recovery and development can begin.</p>
<p><b>Outcome</b> Participants of the DDR programme are economically active and have been accepted by their communities of choice.</p>	<ul style="list-style-type: none"> <li>– Special support needs of women, men, boys and girls, as well as the specific expectations, restrictions and potential stigmatization faced by each group should be acknowledged.</li> </ul>	<p><b>Outcome</b> Female and male participants of the DDR programme are economically active. They have been accepted by and have adapted to their communities of choice.</p>
<p><b>Output</b> 9,000 ex-combatants have been demobilized and have returned to communities of their choice</p>	<ul style="list-style-type: none"> <li>– Category of ex-combatants needs to be disaggregated by sex in order to make the presence of women visible</li> </ul>	<p><b>Output</b> 6,000 male and 3,000 female ex-combatants have been demobilized and have returned to communities of their choice.</p>
<p><b>Activity</b> Ex-combatants have been provided with temporary services for reinsertion.</p>	<ul style="list-style-type: none"> <li>– Men and women might face different realities upon their return to their community of choice and thus also their needs are different.</li> </ul>	<p><b>Activity</b> Ex-combatants have been provided with temporary reinsertion services based on their specific needs. Medical consultation and reproductive health counselling are offered for both men and women. Safe housing is provided for females without a supporter.</p>

## RESOURCE 8: EXAMPLES OF INDICATORS: TRACKING GENDER-RESPONSIVENESS OF A DDR PROGRAMME

Qualitative/categorical indicators		
Signal	Scale	Example of indicator
Existence	Yes/no	Gender-responsiveness of the programme organization – Existence of a gender focal point in the DDR team
		Gender-responsiveness of programme activities – Existence of female ex-combatants' organisation
Category	Categorical (x, y or z)	Gender-responsiveness of the programme staff – Level of gender-competence (high-medium-low)
		Gender-responsiveness of the programme activities – Level of satisfaction of male/female programme participants (high-medium-low)
Qualitative/numerical indicators		
Signal	Scale	Example of indicator
Number	Integers	Gender responsiveness of the programme organization – Number of gender-related DDR trainings completed per year
		Gender-responsiveness of programme activities – Number of males actively enrolled in programme against gender-based violence
Percentage	0% to 100%	Gender responsiveness of the programme organization – % of DDR programme staff who completed UNDP Gender Journey <sup>1</sup> – % of budget dedicated to gender specific issues
		Gender-responsiveness of the programme activities – % of women who receive micro-finance assistance – % of male/female heads of households
Ratio	Fractions	Gender responsiveness of the programme organization – Male to female ratio in programme management positions
		Gender-responsiveness of the programme activities – Male to female ratio in literacy levels

<sup>1</sup> UNDP, 'The Gender Journey: Thinking Outside the Box', UNDP Virtual Development Academy. Online: <http://www.jposc.org/documents/courses/gender/index.html>

## RESOURCE 9: CHECKLIST FOR A RAPID GENDER ASSESSMENT OF A DDR BUDGET

Rapid assessment of gender-responsiveness of a DDR budget	Yes	No
Narrative section		
Is it clear on what type of gender-responsive assessments the budget lines have been based on?		
Numeric section		
Is 15% of the budget allocated for gender-specific activities?		
Does the budget include gender-specific expenditures?		
Does the budget include expenditures promoting equal opportunities for men and women?		
Does the budget include expenditures for gender-mainstreaming activities?		

## RESOURCE 10: RECRUITING NEW STAFF: QUESTIONS FOR MAPPING GENDER COMPETENCIES

### Analysis of application documents

- Does CV show evidence of gender-expertise? (Look for formal education, courses, publications, research topics, work experience, etc.)
- Did the candidate address gender equality in her/his motivation letter? (Look for motivation for gender issues)
- What is the candidate's disposition to acquire gender competency? (Observe career development to assess willingness to learn, look for experience other areas concerning equality or human rights etc.)

### Examples of recruitment questions

- Give an example of a gender-responsive activity you can think of. (Observe interviewee's perception of women (e.g. victims, vulnerabilities vs. agents, capabilities), understanding of terminology (gender vs. sex or associating gender with only women)
- Have you worked with Security Council Resolutions 1325 (2000) and 1820 (2008)? (Observe interviewee's knowledge on policy level and ability to apply into programming)
- Why are Security Council Resolutions 1325 (2000) and 1820 (2008) relevant for DDR? (Observe the level of understanding the DDR process and contextual implications)
- What does gender-responsiveness mean to you? (Look for innovative approaches)
- What do you consider as the two most crucial steps towards women's empowerment? (Observe interviewee's understanding of contextual implications)
- Name three challenges to gender-responsive DDR? (Observe the expertise and understanding of the DDR and gender nexus)
- What are possible gender-specific issues for male DDR participants? (Observe interviewee's comprehensive understanding of gender issues)

## RESOURCE 11: GENDER ISSUES AS COMMON RESPONSIBILITY: EXAMPLES OF TERMS OF REFERENCES

<b>Gender experts in assessment missions</b>
<ul style="list-style-type: none"><li>– Review literature on gender equality in the given country and region</li><li>– Identify relevant information sources and key interviewees</li><li>– Liaise with ministries handling gender equality and women’s issues Identify, gather and interpret relevant sex-disaggregated data</li><li>– Coordinate and advise team leaders on gender-sensitive requirements of all assessment team members</li><li>– Translate findings into an assessment mission report. Ensure consistent gender-mainstreaming in all sections of the report, as well as specific sections addressing gender equality and women and men in the society.</li><li>– Ensure that individual women and women’s organisations have their voices heard in primary data gathering.</li></ul>
<b>Gender advisors</b>
<ul style="list-style-type: none"><li>– Establish external relations and partnerships with relevant parties.</li><li>– Liaise with women’s ministries, gender equality agencies and women’s organisations.</li><li>– Attend interagency working groups, raise awareness on female ex-combatants and further UNDP’s 8 Point Agenda</li><li>– Build capacity through mentoring systems and on-the-job trainings for gender focal points</li><li>– Support and accompany efforts of different DDR units to make their work-processes gender-sensitive.</li><li>– Support gender-sensitive M&amp;E practices, ensure continuous monitoring of gender-responsiveness of the overall DDR process and support gender-specific interpretation of primary data.</li><li>– Coordinate research and consultants, arrange outreaches to academia and disseminate relevant research papers.</li><li>– Prepare temporary reports on the state of gender-responsiveness of the DDR programme. Include the reports into UNDP/BCPR’s knowledge management database.</li></ul>
<b>Gender focal points</b>
<ul style="list-style-type: none"><li>– Include explicitly the amount of time dedicated to gender-related tasks in the ToR.</li><li>– Produce gender-specific deliverables and targets.</li><li>– Produce knowledge management reports and other deliverables on gender issues</li><li>– Brief and debrief new and outgoing staff on gender issues.</li><li>– Support other units in the implementation of gender-responsive DDR.</li><li>– Participate in gender equality meetings and events.</li></ul>
<b>External consultants, evaluators, project implementers and outsourced services</b>
<ul style="list-style-type: none"><li>– Pass on proven gender capacity.</li><li>– Operate in a gender-responsive way.</li><li>– Gather, use and interpret sex-disaggregated data.</li><li>– Identify specific needs and capacities of women and men during implementation of DDR programmes.</li><li>– Mainstream gender issues throughout reports.</li></ul>

## RESOURCE 12: CHECKLIST OF KEY GENDER-RELATED RESPONSIBILITIES FOR DDR PROGRAMME MANAGERS

Review the management performance in terms of each responsibility and check if the named responsibility is taken care of. In the future, pay special attention to the questions where the answer was “no”.

Responsibility	Yes	No
Promoting international gender equality mandates		
Honouring UNDP gender mandates and commitments, such as 8 Point Agenda and Gender Equality Strategy		
Promoting gender balance in DDR management staff		
Publicly state DDR programme’s political commitment to gender equality		
Minimum of 15% of budget allocations dedicated to gender-responsive activities		
Make gender equality part of fund-raising strategy		
Ensure inclusion of gender-responsive responsibilities into ToRs of all staff members		
Install accountability mechanisms for gender-responsiveness		
Install incentive structures and rewards for gender champions		
Ensure appropriate budgeting to increase gender competence of all staff		
Include commitment to gender-responsiveness into yearly staff evaluations		
Increase % of DDR Programme staff with completed UNDP Gender Journey <sup>1</sup>		
Ensure gender competence through hiring of a gender expert		
Support the gender resource person		
Ensure enabling environment to gender responsive DDR		
Facilitate learning-by-doing and mentoring schemes to increase gender-responsiveness		
Ensure cooperation with HQ to maximize support and expertise on gender-related activities		
Ensure active inclusion of gender issues and equality into knowledge management products and reporting		
Ensure that outsourcing, implementing partners, consultants and external evaluators operate in a gender-responsive manner		

<sup>1</sup> UNDP, ‘The UNDP Gender Journey: Thinking Outside the Box’, UNDP Virtual Development Academy. Online: <http://www.jposc.org/documents/courses/gender/index.html>



