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## **Standard Operating Procedure**

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# **Community Violence Reduction in Disarmament, Demobilization and Reintegration Processes**

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**DPO, DPPA AND DOS STANDARD OPERATING PROCEDURE ON  
COMMUNITY VIOLENCE REDUCTION IN DISARMAMENT, DEMOBILIZATION AND  
REINTEGRATION PROCESSES**

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**A. PURPOSE AND RATIONALE**

- 1. This Standard Operating Procedure (SOP) provides guidance on the management and implementation of Community Violence Reduction (CVR) programmes designed and implemented as an enabler of, or a complement to Disarmament, Demobilization and Reintegration (DDR) processes in field missions. This SOP is designed to provide a harmonized approach to the management and implementation of CVR programmes funded, wholly or partially, by the mission's assessed budget.
- 2. This SOP is intended to be read in conjunction with the DPKO-DFS Policy and Guidelines on Reinsertion Programmes (2014) (Refs. 2014.09 / 2014.10), the DPKO-DFS SOP on Monitoring and Evaluation for DDR (2010) (Ref. 2010.23) and the DPPA/DPO/OHCHR/OSRSG-SVC Policy on Prevention and Response to Conflict Related Sexual Violence by United Nations Field Missions (2019) (Ref. 2019.35). Integrated DDR Standards (IDDRS) are a set of inter-agency policies and guidelines applicable to all DDR processes worldwide. The IDDRS module 2.30 on CVR provides strategic policy guidance and this SOP serves the purpose of operationalization of its provisions. The DDR Programme Management Toolkit (2011) is a useful resource providing further details on certain aspects of DDR/CVR programme management.

3. CVR programmes are implemented by United Nations field missions (traditionally by dedicated DDR or DDR/CVR components). While the added value of CVR to achieve the objectives of DDR processes is broadly recognized, there is a lack of overarching procedures to guide CVR programme design, management and implementation in field missions with a DDR and/or CVR mandate.
4. CVR is designed as an enabler of, or a complement to DDR programmes and can be implemented before, during and/or after a DDR programme. For example, CVR can be implemented before the launch of a DDR programme as a confidence-building measure. This shows the United Nations' commitment for the DDR process, and may bolster the underlying conditions for future reinsertion and reintegration. CVR can also be undertaken in parallel with DDR as a means of addressing non-signatories to the peace agreement or armed groups' elements not eligible for DDR, and thus keeping potential spoilers from disrupting the process. CVR can be offered after a DDR programme to address any outstanding non-eligible caseload or to reinforce community resilience to absorb returning or relocated ex-combatants. Occasionally, CVR may be implemented in place of a DDR programme, where the conditions for DDR are not met. Additionally, CVR can contribute to other mission priorities such as alleviating the suffering of communities by addressing basic humanitarian needs. CVR programmes may also be designed to reduce conflict-related criminal activities.
5. CVR is a flexible approach to preventing and reducing community violence. It serves as a short-term security and stability measure with mid to longer term implications for the wider security environment, within which a formal DDR programme is either being envisaged, planned or implemented. CVR programmes are designed in collaboration with the target communities and local and/or national authorities. They aim at reducing the risks and strengthening the resilience of individuals (including male and female adults, youth and children) at risk of recruitment, disengaged members of armed groups who are not eligible for the DDR programme, former combatants who are part of an existing DDR programme etc. (see paragraph 14 (i)-(iv) for more information on the target groups), and bolstering the social cohesion of communities where ex-combatants may be returning, while taking into account women's rights and empowerment. CVR can simultaneously mitigate political, social and economic grievances, counter harmful gender norms and stereotypes and improve the capacities of vulnerable communities to absorb returning ex-combatants. CVR can help prevent sexual and gender-based violence (SGBV) and improve the security of women and girls. A core focus of CVR is to promote dialogue and reconciliation at the community level by mitigating any factors that may give rise to collective violence in areas targeted by DDR.
6. While DDR and CVR share strategic objectives – and are implemented together as part of a comprehensive approach to armed violence – CVR differs from DDR in that it works directly with communities and explicitly targets youth at risk of recruitment by armed groups as well as broader members of the community, rather than focusing more narrowly on combatants. The latter can still become beneficiaries of CVR, based on the eligibility criteria, but will only be considered as one of several target groups. Unlike the top-down command approach characteristic of many DDR operations, CVR is distinctly bottom-up in orientation. While the strategic direction of CVR is set from above, decisions related to participant and project selection, training and education options, and monitoring and evaluation are discussed and agreed with local communities.

7. By providing benefits to civilian community members, CVR can help mitigate concerns that DDR serves to reward those viewed as perpetrators. In addition, CVR programmes often facilitate an improved rapport between target communities and the local and national government as well as the mission, which may help improve the implementation of the broader DDR process as well as other mission objectives and national priorities. CVR serves a particularly important purpose in communities where armed groups/actors that are not part of the peace process and/or are ineligible for the formal DDR programme are present, noting also that localized conflicts are rarely considered within the scope of national ceasefire and peace processes.
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## **B. SCOPE**

8. This SOP is binding for all DDR/CVR staff in peacekeeping operations and other mission staff in these operations who are involved in the initiation, planning, execution and/or monitoring and evaluation (M&E) of CVR programmes. This SOP also serves as a reference to guide DDR/CVR staff or staff with equivalent functions in special political missions. It is also to be adhered to by implementing partners and partner organizations, including United Nations agencies, funds and programmes, in order to ensure effective coordination within United Nations country team and to promote complementarity and avoid possible duplication of projects in the same intervention area.
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## **C. PROCEDURES**

### **Guiding Principles**

9. Integrated DDR Standards set out guiding principles for DDR processes which are also applicable to CVR. Additionally, the IDDRS module 2.30 on CVR sets out guiding principles for CVR programmes which form an overarching framework for CVR practitioners in mission or non-mission settings. For the purposes of this SOP, any CVR programme in a field mission should maintain:
  - i. *Security focus*: CVR should first and foremost contribute to establishing a secure environment in hot-spot areas. CVR is not a military or law-enforcement activity but should be preventive in orientation, applying a combination of peacebuilding measures addressing social and economic risks at the community-level to reduce the likelihood of recruitment and delinquency among youth at risk of recruitment and other community members. Unlike DDR, CVR has a wider remit and can include armed and unarmed individuals as well as communities susceptible to outbreaks of violence including SGBV and violent extremism (see paragraph 14 (i)-(iv) for more information on target groups).
  - ii. *National including local ownership*: As with DDR programmes, CVR interventions are ultimately the responsibility of national and subnational governments and non-government partners. National ownership takes many forms and is expressed at both national and local levels. CVR practitioners should, while paying close attention to context-specific political sensitivities when approaching various actors, aim to reinforce the legitimacy, credibility and capacity of state and non-governmental partners; promote ownership, buy-in and ensure leading role in the implementation of national (notably

community) actors. Leadership is required in this regard from national-level government entities including, as appropriate, a national DDR commission or equivalent entity. Local stakeholders should be represented in all decision-making and oversight bodies established at the local level, as feasible. Regardless of the capacity or presence of national or local bodies, CVR interventions should always be designed on the basis of ongoing consultations with beneficiary communities to ensure community ownership.

- iii. *Visibility:* CVR has an important trust-building role, be it among local communities or between communities and the mission. As such, efforts should be undertaken to increase the visibility of the CVR programme, its goals and the objectives of the mission writ large. In addition, sensitization efforts must be undertaken to manage expectations and ensure transparency throughout the process.
  - iv. *Complementarity:* CVR shall contribute to the United Nations “working as one.” At a minimum, CVR programmes should not compete with or duplicate other initiatives carried out by United Nations agencies, funds and programmes as well as those fielded by national and international partners. Where feasible and appropriate, partnerships within the United Nation country team (UNCT) should be pursued. Targeted pilot initiatives should facilitate and strengthen partnerships between mission and non-mission partners. In order to maximize effective coordination, CVR strategies must be guided by a clear set of country-level objectives, targets and theory of change and be synchronized with strategic objectives and strategic planning documents set out by the mission and non-mission partners based on an in-depth understanding of the context.
  - v. *Gender mainstreaming:* Programmes and individual projects shall be planned and implemented in a manner taking into account gender-specific needs and shall ensure equal opportunities for all beneficiaries regardless of gender. Projects shall ensure that women constitute a minimum of 30% of the beneficiaries of all projects<sup>1</sup>. Projects should be based on a thorough gender conflict or context analysis which creatively takes into account all opportunities to enhance women’s socio-economic empowerment and the specific needs of Females Associated with Armed Forces and Groups (FAAFG) without prejudice to their eligibility to a DDR programme. Projects must be in line with the international normative frameworks on gender equality and women, peace and security (WPS).
  - vi. *Do no harm:* CVR programmes and individual projects shall take into account the underlying political, socio-cultural, economic and security context with the goal to limit or prevent unintended negative effects. Projects and activities should evaluate the direct and indirect consequences of the intervention to avert the creation of more harm, disruption, or inequality in already fragile environments. This evaluation shall address unpredictable and unforeseen effects, however minimal.
10. CVR is a highly flexible tool, intended to be adapted to the dynamics of local contexts. Therefore, the types of projects implemented will also vary based on the needs of local communities. Depending on the context, the following types of projects may be

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<sup>1</sup> This is an aspirational goal to which all United Nations personnel should adhere. However, this criterion alone cannot be used to reject an otherwise sound project proposal. The specificity of some proposals (e.g. a particular community, capacity-building in a particular profession) may preclude achieving this benchmark.

implemented. Many projects utilize a combination of the various elements listed below (this list is not exhaustive and other projects may be designed specific for the context):

- i. *Labour-intensive projects (short-term/emergency employment, cash-for-work etc.):* community service projects that provide economic incentives as an alternative to violence, and do not require skilled labour, often related to clearing debris or other types of manual work such as the rehabilitation of infrastructure. The direct execution cost of such projects will mainly consist of beneficiaries' salaries, and to a lesser extent construction material, the main purpose of the project not being the sustainability of the construction, but quick temporary employment for a large number of people.
- ii. *Infrastructure construction/rehabilitation:* a subset of labour-intensive projects including a training component. Such projects can have an important reconciliation/social cohesion dimension when ex-combatants contribute to the rehabilitation of the infrastructure they may have helped to destroy. The direct execution cost of such projects will consist of salaries, but also necessary tools, construction materials and trainings; they require a certain level of skilled labour and should be incorporated into development plans providing a higher level of sustainability. In infrastructure projects such as those impacting access to water (noting that in arid zones, access to water may be a greater community conflict driver than ethnic or political divides), CVR shall ensure that the dividends of the project are not monopolized by a single party.
- iii. *Income-generating/employment-creation projects:* vocational/continuing education projects which help beneficiaries acquire or upgrade vocational skills and create/increase employment opportunities. This includes direct support for establishing jobs within a community, such as financial support (e.g. micro-grants), creation of physical workspaces (communal or individual workshops, restaurants, market stalls etc.) or providing hardware (e.g. a motorcycle for a motorcycle taxi activity). Many such projects include a training component. Care should be taken to ensure that income-generating/employment creation projects support both women and men so that existing gender inequalities in society are not exacerbated through the project.
- iv. *Security (incl. community security):* targeting hot spots of armed group presence with a focus on strengthening the inclusiveness of conflict mitigation and prevention mechanisms, early warning, investing in improving the local security infrastructure, the prevention of SGBV including Conflict-related Sexual Violence (CRSV), improving relations between communities and the local representatives of security and rule of law institutions.
- v. *Disarmament/Small Arms and Light Weapons (SALW):* reducing the circulation of arms in communities. Such projects may be complementary to disarmament happening within the larger DDR process or as part of a security priority identified by the CVR component in contexts where there are no DDR programmes. Available guidance on SALW management needs to be strictly adhered to and special emphasis placed on avoiding imbalances between target communities and other actors with whom these communities interact.
- vi. *Outreach and Social Mobilization projects:* CVR sensitization and social mobilization projects are small-scale projects which are implemented during a short period (one week up to one month). They aim to reduce social acceptance of community conflict and

violence including SGBV and to help identify reliable ways to address violence and develop peaceful cohabitation between community members and between communities. Projects may seek to enable community actors working in partnership with the CVR programme to develop initiatives to promote the culture of non-violence within the community; to facilitate the engagement of various social strata within the community in the fight against violence; to improve the social cohesion and peaceful living of a community; to ensure visibility of the promotion of non-violence by the DDR/CVR component in the various priority areas of the component; to strengthen violence/conflict response capacity of local community actors and organizations; or to open or strengthen dialogue with armed groups recalcitrant to the national DDR programme.

11. Whenever applicable, CVR should contribute, by way of complementarity, to the strategic objectives of the DDR programme, including through the targeting of actual or potential combatants, increased community security and resilience, social cohesion, gender equality and women's empowerment and support to conflict prevention efforts and other broader political, economic and security goals. Projects should be tailored with a view to maximize the contributions of CVR to the overarching DDR process. For example, in labour-based projects, opposing groups will work together to contribute to social integration. In infrastructure-related projects, a training component will be added to contribute to capacity building and the economic reintegration process. These connections between CVR projects and broader DDR objectives shall be integrated as an explicit part of project proposal objectives and the monitoring and evaluation framework.

### **Beneficiaries**

12. The DDR/CVR component should define broad categories for beneficiaries that can be applied nationally. While specific project beneficiaries should be defined by the DDR/CVR component, based on the specificity of the local context, any final decisions should be informed by consultations with senior management (SRSG, DSRSG, Resident Coordinator or equivalent), heads of field offices, information units, gender units and experts, military and police components, operations sections, civil affairs, political affairs/mediation unit, protection of civilians advisor, justice and corrections, human rights, women protection advisers, child protection units, and other relevant bodies. Choosing beneficiaries of a CVR programme and an intervention area(s) is a political decision resulting from communication and engagement between the mission and UNCT, among others, in consultation with the local and/or national government and/or governing authorities, and local communities. It should be informed by a thorough gender-responsive conflict/context analysis, the mission or UNCT mandate as well as political and security strategies and priorities.
13. The selection of direct beneficiaries for CVR projects is a critical determinant of the success of a project. It must be carried out in the most transparent and gender-sensitive manner possible, as it can often be a source of tension and conflict for the local community and the national government and can reinforce existing social, political and economic exclusion, particularly of women and girls. Because of the sensitive nature of this process, the Local Projects Selection Team (LPST) (see paragraph 18) and target communities should be consulted when determining eligibility criteria and the specifics of the selection process. Project documents should specifically state who is being targeted by the intervention and provide precise details of the selection process and consultations that have taken place. Selection of direct beneficiaries should be listed as an actual project activity to ensure proper monitoring and transparency. As CVR projects often target communities of return or

communities in which armed groups not eligible for DDR are present, (ex-)combatants<sup>2</sup> may be among project beneficiaries. Inclusion in CVR projects does not in principle lead to exclusion from DDR for those eligible, but specific provisions may apply in various contexts.

14. The DDR/CVR component should broadly communicate clear eligibility criteria to apply to CVR direct beneficiaries. Ethnic or subethnic dimensions may be especially important, particularly if ethnicity is a conflict driver, and particular care should be given to disenfranchised or stigmatised groups. In all cases, DDR/CVR practitioners should encourage the participation of women and girls. While the specificities of beneficiaries vary since different contexts generate different demands, four generic categories stand out<sup>3</sup>:
  - i. Youth at risk of recruitment into armed groups who are not members of an armed group, but nevertheless present a risk to stability and security<sup>4</sup>;
  - ii. Members of designated communities that may be close to cantonment sites, are likely to receive former combatants or are susceptible to outbreaks of violence (hot spots);
  - iii. Disengaged members of armed groups who are not formally eligible for the DDR programme, e.g. because they are not signatories to a peace agreement or who are waiting for DDR to start;
  - iv. Former combatants who are part of an existing DDR programme, but who are not receiving appropriate levels of reinsertion or reintegration assistance.
15. Indirect beneficiaries are those community members who are not directly involved in the project but may still benefit from it. For example, construction of a school by the youth of the community (who are direct beneficiaries as they are receiving short-term employment and skill development opportunity) will benefit the children of the community. The same applies to other social infrastructure projects. All progress reports submitted on CVR activities must make a clear distinction between direct and indirect beneficiaries.

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#### **D. ROLES AND RESPONSIBILITIES**

16. Below are roles and responsibilities in relation to CVR, of existing functions within field missions as well as dedicated mechanisms that should be established in the framework of design and implementation of CVR programmes<sup>5</sup>. These mirror the roles and

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<sup>2</sup> CVR shall in principle exclude active combatants. However, if used as a temporary measure in view of preventing active members of armed groups from using violence (e.g. to provide stability for elections), certain guarantees need to be put in place (e.g. denying beneficiaries access to weapons through temporary storage for the project duration).

<sup>3</sup> In addition to gender mainstreaming projects, there is a need for projects that specifically benefit women and girls based on their membership of youth populations, designated communities or disengaged groups, role as former combatants or experience as a population vulnerable to community violence.

<sup>4</sup> It should be noted that there is no internationally recognized legal definition of "youth", and this will be determined based on the specific context. Inclusion of youth is in line with the UN prevention agenda as well as the Youth Peace and Security agenda and should be coordinated with the mission's relevant strategies, where applicable.

<sup>5</sup> The description of roles and responsibilities reflects a full programme management setup for a peacekeeping operation with dedicated CVR/DDR capacities at HQ, regional and local levels. This shall be adapted to the implementing operation's actual setup where some functions may be merged or omitted, and additional mechanisms added based on local conditions. At a minimum, however, the top-level mechanisms at the mission

responsibilities established for the reinsertion phase of demobilization within DDR programmes, as described in DPKO-DFS Policy and Guidelines on Reinsertion Programmes (2014). The latter document provides additional explanation to some of the elements below. Gender perspective shall be applied to the establishment of all mechanisms under this SOP.

17. *DDR/CVR Regional Offices*: The DDR/CVR Regional Offices are responsible for coordinating the first stages of the CVR implementation process. It is the responsibility of the designated DDR/CVR Officer within such Office to ensure that local authorities and communities, including women's organizations and groups, have been involved very early on in the design and programming phase and inception of projects. The DDR/CVR Officer should inform potential Implementing Partners (IPs) of that necessity and at the same time manage expectations of local communities, authorities and beneficiaries regarding the submission and review process. The DDR Regional Office should establish an *LPST* where possible, in each priority location identified as a result of the mapping process (see paragraph 26).
18. *Local Project Selection Team*: The LPST should participate in the design of the programme and provide its support to the submission and express priority preferences for the project proposals – but will not formally review or clear – at the local level before submission to the Regional DDR/CVR Office and subsequently to the Project Approval Committee (PAC) at mission headquarters. During this process, the LPST should ensure that project proposals are in line with local development (or other thematic) plans and other established thematic criteria and have the community support and that access to resources and benefits is in line with the values of the United Nations. Following this process, the LPST may informally recommend a project proposal to the Regional Appraisal Committee. The LPST should comprise DDR/CVR field personnel, local authorities, traditional and/or religious leaders (where applicable), women's groups, community members and representatives of relevant mission components and/or UN agencies, funds and programmes, including gender and SGBV experts. As the implementation progresses, including former CVR beneficiaries should be also considered due to their first-hand experience in what works and what does not. Care should be taken to select representatives that will provide a balanced representation of the interests and concerns of the selected target areas, including gender-specific concerns.
19. *Regional Appraisal Committee*: The regional DDR/CVR Office should establish/fulfil the function of a Regional Appraisal Committee, an intermediary mechanism coordinating between local and HQ levels compiling documentation received from the local level and submitting it to the HQ and fulfilling an overall quality control role of all project proposals to be submitted to the HQ-level mechanisms for final approval process. It is a first instance responsible for formal review/clearance of project proposals received from/through the LPST. The Regional Appraisal Committee should ensure that the proposed CVR projects are in line with the Regional Office plan and/or regional strategy and priorities.
20. *Budget and Finance Team (BFT)*: The BFT should be formed by the Head of the DDR component at Mission HQ level and be responsible for the budget and financial activities

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HQ shall be established. In the case of SPMs, where internal capacities do not exist to establish these mechanisms, efforts should be made to mirror, at least, the top-level functions, in accordance with the role that an SPM will play in the CVR programme.

related to CVR projects (overall CVR budget disbursement plan, regional CVR financial allocations, financial ceiling waivers submissions, Result-Based Budgeting (RBB) planning, work plan inclusion of CVR funds etc.). The BFT should work in close cooperation with the mission's Budget and Finance Section to ensure that the budget requirements, disbursement plans and overall financial management of CVR projects are harmonized and consistent with the mission's financial operating procedures. The BFT should train DDR/CVR Officers at regional levels to handle project management and budget submissions, as every region may have its own financial specificity. At regional levels, the DDR/CVR Officer and/or the Regional Appraisal Committee should be responsible for initially reviewing all CVR project budgets prior to submission of project proposals to the PAC. A dedicated DDR/CVR Officer should coordinate closely with Regional Mission Support ensuring the local prices are not exceeding authorized ceilings and usual and acceptable costs. At the national level, the BFT should coordinate closely with the Director of Mission Support/Chief of Mission Support (DMS/CMS) Office to ensure necessary registration of IPs in UMOJA is done, timely disbursements, procurement procedures are followed and that the overall CVR budget is timely disbursed. The BFT should verify all IP-reported expenditures (see paragraphs, 46, 52 and 53) and, following the approval process outlined from paragraphs 28 to 39, should ensure the timely disbursement of funds to the IPs. As required, the BFT should also have an advisory role in the formulation of the DDR/CVR component's budget as required in the budgetary process. Where BFT has already been established based on the DPKO-DFS Policy on Reinsertion (2014, paragraph. 13) it should fulfil its tasks also in relation to CVR projects based on this SOP.

21. *Project Approval Committee (PAC)*: The PAC should be established at the HQ level by the Head of Mission in consultation with relevant stakeholders. The PAC should decide on whether or not to recommend CVR projects, based on gender-responsive socio-economic analyses of target areas and contribution of the projects to the Mission strategic plans. The PAC should ensure that there is no duplication among CVR, reinsertion and reintegration projects or other project funding capacities from the Mission, such as Quick Impact Projects (QIPs), or other UN entities. If available, preceding initial reviews by the DDR/CVR Officer and the Regional Appraisal Committee will facilitate the task by the PAC. The PAC should meet regularly to review CVR project proposals it received (see the submission procedure paragraph 33), forwarding all recommended project proposals to the Head of Mission – or as designated by the Head of Mission – for approval. In consultation with the DMS/CMS, the PAC should make decisions on non-cost extension of the projects per the recommendation of the Project Management Team (PMT) (see paragraph 22 below). In doing so, the PAC should take into consideration the impact the extension will have not only on the implementation of CVR but also on the progress in the related DDR programme if applicable. Where PAC has already been established based on the DPKO-DFS Policy on Reinsertion (2014, paragraph 18) it should fulfil its tasks also in relation to CVR projects based on this SOP.
22. *Project Management Team (PMT)*: The DDR/CVR PMT should, under the direct supervision of the Head of DDR or related programme, plan, elaborate and manage CVR projects, at the national and regional levels. At HQ, the PMT should serve as the secretariat of the PAC. It should make a last review and ensure that all project proposals so as all related supporting documents are properly completed by IPs with the support of the DDR/CVR field offices. The DDR/CVR PMT will be responsible for making recommendations to the PAC on the non-cost extension of projects.

*22.1 DDR/CVR Officer-Project Manager: Within the PMT, a dedicated DDR/CVR Officer/Project Manager should be a focal point for an individual project. (S)he is the first person to review all project submissions and ensure that the project submission facilitates mandate delivery, is in line with the RBB and Mission strategic plans, with the locally established theory of change, with the established geographic priorities and plans and with relevant gender equality and WPS frameworks and policies. In close coordination with the BFT, (s)he should ensure accuracy of the project's budget-lines. For all construction and/or rehabilitation project proposals, the DDR/CVR Officer should consult with the regional mission's civilian and/or military engineering on the relevance of the construction material/equipment requested by IPs in relation to the IPs' construction plans. The DDR/CVR Officer should provide technical support to regional field offices and IPs in the elaboration of project proposals and ensure that project proposals are in line with the priority objectives and locations identified by the PAC. The DDR/CVR Officer will manage the project implementation using M&E tools and if needed initiate necessary corrective actions during the project implementation.*

23. *Monitoring and Evaluation Team (MET): The MET should develop a mission specific, gender-sensitive M&E strategy and tools, enabling DDR/CVR Officers and the vertical management structure of the DDR/CVR components to manage and oversee the implementation of CVR projects. These should be based on the DPKO-DFS SOP on Monitoring and Evaluation for Disarmament, Demobilization and Reintegration Programmes (2010). The MET should conduct regular field visits and provide necessary training and capacity building to DDR/CVR Officers in the field to enable reporting and project progress monitoring and will conduct assessments in addition to regular monitoring visits, scheduled midterm and final project evaluations performed by Regional DDR/CVR Officers. The MET can also recommend M&E experts to conduct an external evaluation of CVR projects. In contexts in which security or geography preclude site visits, at the discretion of the PAC, alternative monitoring means may be deployed (e.g. aerial footage of completed works, time/GPS, photographs by implemented partners in instance in which the UN is not able to visit the site).*
24. *Director of Mission Support/Chief of Mission Support (DMS/CMS): The Head of Mission has the authority to enter into agreements through a Memorandum of Understanding (MOU) for CVR programmes/projects. In most cases, this authority may have been delegated by the Head of Mission to the DMS/CMS, though practice will differ from mission to mission. The PAC has to clarify the delegation of authority responsibilities within the mission to exercise the signing of the agreements. The mission should then raise the appropriate commitments, with the authority of the delegated officials, to allow the disbursement of funds in accordance with the modalities set forth in the signed MOU. The CVR/DDR project manager must coordinate with the BFT and the Budget and Finance Section when projects are approved and when the MOUs are under consideration. Information required for disbursement of funds include the amount of budgetary commitment required for each project under consideration, the Business Partner of projects, the necessary UMOJA project structure as well as project details where applicable. The BFT and the Budget and Finance Section would be able to support the disbursement process once MOUs are approved, including providing estimated timelines of the disbursement process to implementing partners. Where*

applicable, the DMS/CMS is the certifying officer for each CVR project<sup>6</sup>. The DMS/CMS, through the Budget and Finance Section of the mission, supports the financial management aspects of the CVR projects.

25. *The Implementing Partners (IPs)*: The IPs will be selected following an evaluation carried out by the regional DDR/CVR team leaders in collaboration with the *Regional Appraisal Committee*. The IP must implement the CVR projects in accordance with approved project documents and the Memorandum of understanding signed with the Director of Mission Support (DMS). The IP must supervise the beneficiaries of the CVR/DDR program or related programmes and provide all the equipment and services described in the approved project. The IP must regularly provide narrative and financial reports as well as any other required document, in accordance with the provisions of the Memorandum of Understanding (MoU). IPs should provide necessary support documents/letters from local formal and informal structures, assuring the local ownership of the project. It is the DDR/CVR Officer's responsibility to check if such support is genuine. In situations where there is either a limited or a lack of local and/or national capacity to implement CVR projects, the Head of the DDR/CVR component at Mission HQ level could rely on (i) existing umbrella MoU between the UN Secretariat and a UN Subsidiary Body<sup>7</sup>, or (ii) existing MoU between the Secretariat and UN-Related Organizations<sup>8</sup> and coordinate with the DMS to enter into a Financial Agreement (FA) with such entities. As part of this partnership with UN agencies, funds and programmes, DDR/CVR components provide strategic guidance, hold the direction of the CVR operations, and conduct all tasks that have political implications while the partners provide operational support.

### **Project Identification**

26. CVR projects should be selected for implementation based on the identified needs of local communities and in line with the Mission mandate, the RBB, the Integrated Strategic Framework (ISF) and other relevant joint UN plans, normative frameworks on WPS, YPS, objectives of the broader DDR processes and/or political and security priorities of the field mission. Needs assessments should take place via gender-responsive mapping exercises, led by the DDR/CVR component of the mission in conjunction with relevant government institutions, other mission components, gender experts, UNCT members and/or other development actors operating in the country. Mapping exercises should also involve community consultations and forums supported by municipal authorities, local security institutions, the private sector and civil society, including community-based organizations, community leaders, women's groups, etc. Based on the mapping results, the Head of the DDR/CVR component, in coordination with mission field offices, should define priority locations in which CVR projects will be implemented.
27. Although in all instances projects should start with consultations with the target community, projects are usually proposed in one of the following ways:

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<sup>6</sup> The certifying authorities for CVR/DDR projects are in accordance with the delegated roles by the Head of Mission. It is important that the PAC works with the identified certifying officers to ensure that certification commitments are approved and recorded in accordance with the details of the MOUs.

<sup>7</sup> e.g. United Nations Projects Services (UNOPS)

<sup>8</sup> e.g. International Organization for Migration (IOM)

- i. By an external agency or organization, such as a community-based organization (CBO) a governmental institution or non-governmental organization (NGO) through the LPST;
- ii. Identification by the DDR/CVR component of the mission of a project idea falling within the DDR/CVR mandate, with identification/sponsoring of an external IP (e.g. NGO, contracting company, UN agency, or other) either through LPST or directly to the Regional Appraisal Committee;
- iii. Identification by another mission component of a project idea falling within the DDR/CVR mandate, along with the identification/sponsoring of an external IP submission to the LPST. Mission components sponsoring IP project proposals should have an identified focal point to work jointly with both the suggested IP and the DDR/CVR component on all aspects of project conceptualization, development, implementation, monitoring and evaluation.

**Project Proposal and Approval Process** [see Annex A].

28. All projects should eventually be submitted to the DDR/CVR Regional Office. Following the identification of priority areas of work and beneficiaries, the Regional DDR/CVR Office may open a call for proposals, upon which entities listed in the paragraph 27 (i)-(iii) may provide submissions. The call for proposals should detail a clear and streamlined process for proposal submission, including a dedicated point person, preferably a DDR/CVR Officer, from the Regional Office to receive all proposals and relevant deadlines for submission. Proposals must be submitted in accordance with the mission's CVR Project Proposal Form [see Annex B].
29. Basic minimum requirements for project proposals include:
- i. Project activities do not exceed 12 months<sup>9</sup>;
  - ii. Project aligns with the objectives of the broader DDR process and/or political and/or security strategies/priorities of the mission;
  - iii. Project aligns with target groups and areas of work identified by the mapping process;
  - iv. Project proposal includes detailed information on the project's direct and indirect beneficiaries, including the process by which the former will be selected;
  - v. Project is gender mainstreamed and in line with relevant gender equality and WPS policies and normative frameworks;
  - vi. Project targets a minimum of 30% women beneficiaries;
  - vii. Project proposal includes expected results and indicators;
  - viii. Project costs are in line with local market prices and are calculated in US dollars;

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<sup>9</sup> In practice, this may mean a shorter period due to the limitations of the annual budget under the Support Account.

- ix. Project budget does not exceed the approved ceiling authorized per project;
  - x. For infrastructure-related projects, the IP assures the presence of an engineer for quality control (where available, advice should be sought from the mission's civilian and/or military engineers);
  - xi. Project overhead costs do not exceed the established percentage;
  - xii. Detailed M&E plan, including a log-frame.
30. *Pre-screening.* After a technical and substantive review, the DDR/CVR Officer handling the project file invites the organization that submitted the project to share it and present it to the LPST for their opinion. The LPST may express their support to the project and mark it for prioritization. This is an advisory opinion that should be taken into account by appraisal and approval bodies. The opinion of the LPST may include project relevance, participation, harmonization with local priorities etc. Once the LPST has been given the opportunity to provide its opinion, the project submission can be further processed internally through the Regional Appraisal Committee and PAC.
31. Following the pre-screening, the Regional Appraisal Committee will review project proposals against a set of predetermined criteria, assessing quality and alignment with DDR/CVR core principles, technical content, implementation viability, budgets and availability of funds, including the review, conducted by the DDR/CVR team leaders, of the IP's suitability to implement such projects. If the LPST chooses to support the project proposal (with or without amendments), it will be submitted to the mission Regional Appraisal Committee, and subsequently to mission headquarters for review by the BFT and the PAC. The DDR/CVR Officer handling the file should review the budget prior to its submission to the Regional Appraisal Committee.
32. The Regional Appraisal Committee should initially review submissions and make sure that the project fits within the regional UN approach, that the project proposals are in line with identified priority locations and target groups, that they take into account local market absorption capacities and that they are not duplicative of other CVR, reinsertion, reintegration projects, QIPs, or other programmatic efforts underway. The purpose of this review is to ensure that prices indicated in the project proposals are cost-efficient, that cost estimates are in line with local market prices and that costs do not exceed the authorized budget ceiling per project.
33. Once the project is approved by the Regional Appraisal Committee and following the final review and approval by the BFT, project proposals will be submitted to the PAC for review. The PAC should ensure, among other things, that project proposals are in line with identified priority locations and target groups, gender responsive and minority sensitive, that they take into account the UN strategic approach to the peace process in the particular region, the peace agreement and peacebuilding efforts, as well as particular regional dynamics.
34. In cases where the BFT or the PAC rejects a project document during the review process, the DDR/CVR Officer (Project manager) should provide the submitting entity with a written explanation regarding the reasons for rejection, thus enabling the submitting entity to make any necessary amendments to the proposal for resubmission at a later date. During the

review process, the PAC should make recommendations pertaining to any given project document submitted and should specify which of those recommendations should be addressed and/or implemented by the submitting entity for the project to be endorsed.

35. Upon completion of the PAC session, the list of endorsed projects and associated IPs will be forwarded to the Head of Mission, along with all associated project documents (inclusive of any PAC requested changes or recommendations) for final approval, by means of the Project Clearance Form [see Annex C].
36. All projects should be approved by the Head of Mission – or the delegated official(s) designated on behalf by the Head of Mission e.g. DMS/CMS (see paragraph 24) – by means of the Project Clearance Form (Annex C). The Head of Mission may avail him/herself of the recommendations made by the PAC and the minutes of its session. In exceptional cases, should the Head of Mission not approve the project, the provisions for project rejection outlined in paragraph 34 should apply *mutatis mutandis*.
37. Upon approval of the projects, the Head of Mission either signs a MOU on behalf of the Mission (relevant provisions of the paragraph 38 apply) or forwards the projects to the delegated official(s) designated to do it, e.g. the DMS/CMS, along with the Project Clearance Form and the Request for Disbursement of Funds form.
38. Upon reception of the approved projects, the delegated official, e.g. DMS/CMS and the associated IP should sign a MOU [see Annex D] as well as the Project Proposal, initialing each page. The terms and conditions should thereafter be binding on all parties.
39. In some cases, it may be necessary to make amendments to the project's budget, scope, design and/or duration. For example, problems related to equipment, procurement delays, severe weather and/or major changes in the local security situation may require modifications to the original project proposal. If such changes do not affect the budget and budget lines, but just the implementation period, and if such a request is reasonable, the PMT may recommend to the PAC a no-cost extension. In case the IP requests adjustments between budget lines not exceeding 5% of the total financial values of the project, without changes to the overall budget cost of the project, if such request is reasonable, after approval from the supervisor, the Project Manager can authorize the IP to adjust budget lines accordingly (not exceeding 5%) without changing the overall budget value. In addition, should the DDR/CVR Officer or the monitoring and evaluation team find, either during its midterm evaluation or other evaluations that the project is failing to achieve its stated objectives, amendments may be required. In such cases, the IP and/or the MET, in coordination with the IP, may submit a request for a project amendment to the PAC. The PAC shall decide on the approval of any significant changes in the design, budget, scope and/or duration of the project. Once approved, the amendments must be reflected in the MOU as an amendment.

### **Implementing Partners**

40. Projects may be implemented by local, national or international actors. Mission civilian, police and military components, and UN agencies, funds and programmes, and other partners, within their resources and under their specific capabilities, may also support the implementation of CVR projects. However, DDR/CVR should support and foster national and local ownership and capacity building through the direct implementation of CVR projects

by relevant and qualified national/local actors. While this needs to take into account project cost efficiency, projects delivered locally may sometimes be costlier than those used by external contractors who have established networks and benefit from various discounts. Giving priority to local procurement and service delivery needs to be considered in line with applicable mission policy and practice.

41. The selection process for IPs, including the criteria on which their selection will be based, must be clearly specified and transparent to all parties to ensure a fair and credible process. The viability of an IP should be evaluated against a set of base criteria, indicating their degree of suitability for project implementation. Such criteria may include (but are not limited to):
  - i. Their financial management history (to the extent possible: this may not be readily available for some local actors, but due diligence must be exercised to identify any past instances of fund mismanagement);
  - ii. Their proven operational capacity in the geographical zone of intervention;
  - iii. Earlier proven expertise in the substantive area of intervention;
  - iv. Experience in implementing similar CVR projects or QIPs;
  - v. Gender diversity of implementation teams to ensure programmes reach all community members;
  - vi. Proven expertise in gender mainstreaming and WPS (IPs must commit to UN values and commitments on gender equality/WPS and Human Rights).
42. The IPs best fitting these criteria should be given priority in project implementation over those partners without a proven record of accomplishment. Local partners often fall into the latter category and accordingly may require a phased funding approach whereby responsibility for implementation of CVR projects evolves, with budgets rising in value on an incremental basis analogous to the progress of their organizational capacities. In some instances, local organizations or individuals partnering with the UN might face threats or retaliation from armed groups. CVR projects shall analyze those threats and integrate safety and protection considerations into their planning.
43. United Nations agencies, funds and programmes, international NGOs (INGOs) and proven national NGOs should be initially relied upon as primary IPs until local NGOs/CBOs or government capacities become sufficiently established, at which point the trend may be reversed. Priority in project proposal selection should be accorded to proposals where the engagement and empowerment of local/community-based partners and the capacity building of government partners factors prominently. This is particularly true in contexts in which the Mission's mandate includes disenclavement or mediating between the national capital and sub-regional actors, including popular rebellions. In general, while DDR/CVR components might not have sufficient resources for capacity building, they should to the extent possible be proactive in reaching out to partners who can support such capacity building and prioritize local entities who may benefit from it in awarding contracts. Efforts should be made to diversify the IPs to the extent possible and any appearance that a particular IP or a group of IPs is being privileged over others should be avoided. Exclusion

from access to UN contracts is particularly sensitive in contexts in which there is no banking system. Assistance to register local NGO's or small companies with the national banking system is labour intensive, but a one-time investment is likely to facilitate strong institutional loyalties.

44. A record should be kept of IPs that do not perform well. While capacity building is preferred to raise the IP's performance to the required standard, in some cases, IPs should be excluded from further financing. The basis for barring them from further consideration should be clearly explained in writing, along with the terms for their potential reinstatement to be considered for future funding. This record should be made available to all relevant CVR mechanisms and be kept on file until the closure of the CVR Programme. The DDR/CVR component should coordinate with other relevant mission components to regularly update the database of credible and reliable IPs to avoid the risk of corruption or mismanagement. Decisions to issue a serious administrative warning or to "blacklist" IPs should be shared with other relevant UN project management bodies (mission partners, QIPs, Trust Fund etc.) as well as the UN agencies, funds and programmes to ensure that other programmes benefit from institutional memory.
45. Prior to the approval of the MOU or Financial Agreement (FA), BFT must ensure that funds are available for further disbursement to the IP. Upon the approval of the MOU by the Head of Mission or as designated by the Head of Mission, the BFT should raise a Commitment document. Information required for disbursement of funds include the amount of budgetary commitment required for each project under consideration, the Implementing Partner (Business Partner in Umoja) of projects, the necessary UMOJA project structure as well as project details where applicable. The BFT should prepare a request, to be submitted to the CBFO, for the disbursement of funds to the IPs, in accordance with the terms and conditions of the signed MOU or FA.
46. Delegated Approving Officers should approve the disbursement of funds to the IP based on the signed MOU or FA. Payments should be made by wire transfer or using an Electronic Fund Transfer (EFT)<sup>10</sup> within five (5) working days after the request by the Head of DDR/CVR. The BFT should work closely with the mission Budget and Finance Section which ensures that disbursements are done properly and in a timely manner, according to the appropriate rules and procedures of the mission, including the provisions of the MOU or FA regarding the IP.
47. IP payments are usually made in three installments. An initial installment, not exceeding 50% of the total cost of the project, will be paid to the IP following the signature of the MOU and in conformity with the provisions thereof.
48. A second installment, not exceeding 40% of the total cost of the project, should be paid to the IP upon (a) completion of the first installment deliverables as per the project document, and (b) reception, review and certification – by the DDR/CVR Officer and subsequently by the mission Budget and Finance Section – of a comprehensive narrative report and financial accounting of expenditures in conformity with requirements detailed within the signed MOU.

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<sup>10</sup> The MOU should provide details on the disbursement mode. Using the EFT is recommended, not cheques, and to the extent possible no cash payments involved at all. Specific mission provisions apply.

Modalities for the reporting, monitoring and verification of the second tranche expenditures are outlined in paragraphs 52.

49. A third and final installment of funds or the remaining cost of the project should be paid to the IP upon completion of all project deliverables and reception, review and certification – by the DDR/CVR Officer and subsequently by the mission Budget and Finance Section – of a comprehensive narrative report and financial accounting of all project expenditures in conformity with requirements detailed within the signed MOU. Modalities for the reporting, monitoring and verification of third tranche expenditures are outlined in paragraphs 53.
50. Payment procedures involving UN agencies, funds and programmes may differ from those outlined above (which are specific to all non-UN partners) and in some cases are regulated either by a UN headquarters umbrella agreement or a negotiated MOU arrangement specific to individual UN partners (see paragraph 25).

### **Reporting obligations by Implementing Partners**

51. IPs should be responsible for providing regular reporting for the project under their supervision, which may be required either bi-weekly or monthly, depending on the duration of the project. Both quantitative and qualitative information should be included, as per the IP reporting form [see Annex E and Annex G]. Other supporting documents, such as project activity pictures or videos may also be included. For local IPs, there needs to be recognition for communities' limitations in reporting capacity. CVR programme managers should seek innovative ways of reporting beyond the UN's template approach which would enable community members to best capture and report their work and progress.
52. Upon completion of the first tranche of deliverables listed in the project document, the IP should submit a mid-term narrative and financial report to the DDR/CVR component, as per the required format [see Annex E], as well as a detailed account of expenditures to the BFT. The IP account of expenditures should be verified and cleared by the BFT. The MET should conduct a mid-term evaluation, including a site visit and an internal status evaluation of the project progress, thus clearing the project for receipt of the second tranche payment [see Annex F].
53. Upon completion of the project, the IP should submit a final narrative and financial report to the DDR component as per the required format [see Annex G], along with a detailed account of second and third tranche expenditures. Following the submission of the final report, the BFT will verify and clear the IP accounting of the second and third tranche expenditures. The MET will conduct a final evaluation, including a site visit as well as a final internal status evaluation of the project before clearing the project for the receipt of its last tranche payment [see Annex H].
54. All reports should be submitted to the Head of the DDR/CVR component, along with a request for disbursement of the third and final tranche payment. The signed form should be submitted to the CBFO for final approval.
55. All reports must be appropriately filed to be included as part of the project file (see paragraph 30).

### **Monitoring and Evaluation**

56. The DDR/CVR component should establish a MET (see paragraph 23), that will develop and implement a strategy to oversee M&E of both the CVR programme and individual CVR projects. All M&E activities should be based on the DPKO-DFS SOP on Monitoring and Evaluation for Disarmament, Demobilization and Reintegration (2010), as well as the DDR Programme Management Toolkit (2011) and, as applicable, the mission-specific M&E guidance.
57. The MET (or per designation, the DDR/CVR Officer) should be responsible for conducting regular site visits to validate the IPs' reported progress and results. In addition to the formal midterm and final site visits outlined in paragraphs 52 and 53, the DDR/CVR Officer should also conduct frequent site visits to assess project progress. The DDR/CVR Officer should track and monitor the work of the IPs, and inform the MET accordingly, to ensure that contractual reporting obligations are on time and of good quality.
58. Additionally, the MET should identify and suggest, with the approval of the Head of the DDR component, relevant M&E experts to conduct an external evaluation of the CVR programme writ large. This external evaluation should provide an independent and objective analysis of the progress achieved by the CVR programme, assessing its effectiveness in delivering pre-defined objectives and validating assumptions included in CVR theory of change. The evaluation should also look into unintended consequences of CVR including transference of violence (i.e. where reduction of community violence has led to increases in other types of violence such as domestic violence). External evaluations need to be included in CVR plans and budgeted for whether in the Mission's own resources or extrabudgetary funding. It is recommended that an external evaluation of a CVR programme be conducted at a minimum once per budget year.
59. If turning to national M&E experts (whose ability to conduct site visits that may not be accessible to United Nations personnel is an unquestionable advantage), United Nations entities should avoid payment by the IP under the project budget, to avert potential conflict of interest and to safeguard the expert who may otherwise be unduly pressured.
60. The MET team should develop mission-specific M&E tools, such as NGO and IP database, reporting forms, etc. These tools should be made available to DDR/CVR Officers and Field/Regional Teams. The M&E will work in close cooperation with United Nations agencies, funds and programmes, UNCT and/or the cluster system etc., to ensure that, on one hand, the broader knowledge of those who were there before the mission is collected and put to use, and, on the other hand, that accumulated knowledge is handed over to those who will remain and is used to record and share lessons learned as well as best/worst practices from the implementation.
61. DDR/CVR staff or staff with equivalent functions should also conduct knowledge management and best practice sharing activities on CVR in coordination with best practice officers/focal points in their respective field missions.<sup>11</sup>

## **Communications and Visibility**

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<sup>11</sup> Please refer to the DPO-DPPA Policy on Knowledge Management and Organizational Learning for more details.

62. CVR projects should provide high visibility to the DDR programme (where applicable) and the mission in general, in order to foster good relations and confidence with local communities. This effort also contributes to donor support for the implementation of the wider DDR process.
63. CVR should be supported by an effective communication strategy, linked to other communications and outreach activities of the DDR process, in order to diffuse positive gender-sensitive messaging on social cohesion and peace dividends. The communication strategy should also provide information on the scope of the CVR programme in order to promote transparency and manage expectations.
64. The most effective means of communication must be defined before the start of the CVR programme, including the language(s) to be used and technological means, based on the accessibility of technology and media (including social media) in target communities. Traditional means of communication including word-of-the-mouth communication should be used, notwithstanding the use of modern technology. Communication strategies must take into account possible digital gaps and gender dynamics.

### **Handover and Closure**

65. As part of the closure of the project, the DDR/CVR Officer will send copies of the IP's final reports to the PMT and MET for review and validation. The PMT should coordinate closely with the BFT to submit the IP's final financial report to the DMS/CMS through the Head of the DDR component, including a final list of expenditures with original receipts. Those records will also include information about any unspent funds or unliquidated commitments, or any activities for which a refund had been requested e.g. due to the sub-par delivery. This will allow the Budget and Finance Section to clear funds advanced to the IP against the financial statements submitted by the IPs by charging the obligation raised.
66. The Handover Certificate is to be signed by the Head of the DDR/CVR component, the IP and relevant authorities before the disbursement of the last installment. The ownership of the project outputs and related responsibilities are now moved to the end users.
67. As part of the handover process, the DDR/CVR component will organize, whenever possible, a handover ceremony to officially grant and transfer full ownership of the CVR project to the beneficiaries/end users. Particular attention should be paid to the possibility of handing projects over to community partners.
68. For all infrastructure-related projects, it is mandatory to ensure that a specialist carries out a proper final technical evaluation. Before signing the Handover Certificate as described in the paragraph 65, the DDR/CVR Officer ascertains that quality control had been performed with regard to all relevant outputs that will be handed over to the end users. Ideally, local authorities should bear the responsibility for performing such quality control. The Mission should exercise due diligence in this regard but will not have the responsibility for the final certification of any construction and/or infrastructure, which should be done in accordance with local laws and regulations. In the event that the PAC approves projects in remote or insecure locales, which United Nations engineers cannot access, independent engineering assessments should be included in the monitoring and evaluation process.

### **Records Management**

69. The CVR project cycle file (design, implementation, monitoring and evaluation) should be compiled and maintained by the DDR/CVR component in a dedicated database. Once a project has been completed and financially liquidated, the respective database item is archived as per dispositions of the United Nations Archives and Records Management Section.

### **Project Delays, Extensions or Termination**

70. Delays must not be “discovered” with the midterm or final report. It is the responsibility of the IP to inform the team of an expected delay in writing. If the delay is confirmed, the IP is expected to inform in writing the Head of the DDR component, requesting – if applicable – a no-cost extension. The written communication must clearly describe the reason for the delay and the type of activities foreseen to mitigate the impact of the delay and effects on the project timeline. No budget can be allocated to cover the additional administrative and management costs in case of requests for an extension.
71. If the project implementation fails, is severely delayed or if there are reasonable grounds to believe that the project’s continued implementation will not be in line with the original project proposal, the Head of Mission or the delegated official(s) designated to do so may terminate the MOU pursuant to written recommendations of the PAC. The termination will be notified to the IP as per the provisions of the MOU between the mission and the IP.

## **E. TERMS AND DEFINITIONS**

**Armed forces:** The military organization of a State with a legal basis, and supporting institutional infrastructure (salaries, benefits, basic services, etc.).

**Armed group:** A group that has the potential to employ arms in the use of force to achieve political, ideological or economic objectives; is not within the formal military structures of a State, State-alliance or intergovernmental organization; and is not under the control of the State(s) in which it operates.

**Beneficiaries:** All persons who will receive direct assistance through the DDR process, including ex-combatants, those associated with fighting forces, and others identified during negotiations of the political framework and planning for a United Nations-supported DDR process. In the context of CVR, this refers to individuals (youth at risk of recruitment by armed groups, ex-combatants, women associated with armed groups and community members) directly participating in the project(s). Individuals and groups who may benefit from CVR (and DDR at large) in an indirect manner (e.g. through the increased sense of security) are specifically referred to as “indirect beneficiaries”.

**Combatant:** Based on an analogy with the definition set out in the *Third Geneva Convention* of 1949 relative to the Treatment of Prisoners of War in relation to persons engaged in international armed conflicts, a combatant is a person who is a member of a national army or an irregular military organization (e.g. an armed group); or is actively participating in military activities and hostilities; or is involved in recruiting or training military personnel; or holds a command or decision-making position within a national army or an armed group; or arrived in a host country carrying arms or in military uniform

or as part of a military structure; or having arrived in a host country as an ordinary civilian, thereafter assumes, or shows determination to assume, any of the above attributes.

**Ex/former-combatant:** A person who has assumed any of the responsibilities or carried out any of the activities mentioned in the definition of 'combatant' and has laid down or surrendered his/her arms with a view to entering a DDR process. Former combatant status may be certified through a demobilization process by a recognized authority. Spontaneously auto-demobilized individuals, such as deserters, may also be considered ex-combatants if proof of non-combatant status over a period of time can be given.

**Violence against women/Gender-based violence:** Defined as "any act of gender-based violence that results in, or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private. Violence against women shall be understood to encompass, but not be limited to, the following: (a) Physical, sexual and psychological violence occurring in the family, including battering, sexual abuse of female children in the household, dowry-related violence, marital rape, female genital mutilation and other traditional practices harmful to women, non-spousal violence and violence related to exploitation; (b) Physical, sexual and psychological violence occurring within the general community, including rape, sexual abuse, sexual harassment and intimidation at work, in educational institutions and elsewhere, trafficking in women and forced prostitution; (c) Physical, sexual and psychological violence perpetrated or condoned by the State, wherever it occurs" (United Nations General Assembly Declaration on the Elimination of Violence Against Women, 1993).

## Acronyms

<b>BFT</b>	Budget and Finance Team
<b>CBFO</b>	Chief Budget and Finance Officer
<b>CBO</b>	Community-Based Organization
<b>CMS</b>	Chief of Mission Support
<b>CRSV</b>	Conflict-related Sexual Violence
<b>CVR</b>	Community Violence Reduction
<b>DDR</b>	Disarmament, Demobilization and Reintegration
<b>DMS</b>	Director of Mission Support
<b>DOS</b>	Department of Operational Support
<b>DPKO-DFS</b>	Department of Peacekeeping Operations – Department of Field Support
<b>DPO</b>	Department of Peace Operations
<b>DPPA</b>	Department of Political and Peacebuilding Affairs

<b>DSRSG</b>	Deputy Special Representative of the Secretary-General
<b>EFT</b>	Electronic Fund Transfer
<b>FA</b>	Financial Agreement
<b>FAAFG</b>	Female Associated with Armed Forces and Groups
<b>HQ</b>	Headquarters
<b>IDDRS</b>	Integrated Disarmament, Demobilization and Reintegration Standards
<b>INGO</b>	International Non-Governmental Organization
<b>IP</b>	Implementing Partner
<b>ISF</b>	Integrated Strategic Framework
<b>LPST</b>	Local Projects Selection Team
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MET</b>	Monitoring and Evaluation Team
<b>MoU</b>	Memorandum of Understanding
<b>NGO</b>	Non-Governmental Organization
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>OROLSI</b>	Office of Rule of Law and Security Institutions
<b>OSRSG-SVC</b>	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
<b>PAC</b>	Project Appraisal Committee
<b>PMT</b>	Project Management Team
<b>QIP</b>	Quick Impact Project
<b>RBB</b>	Result-Based Budgeting (framework)
<b>SALW</b>	Small Arms and Light Weapons
<b>SGBV</b>	Sexual and Gender-based violence
<b>SOP</b>	Standard Operating Procedure

<b>SRSG</b>	Special Representative of the Secretary-General
<b>UNCT</b>	United Nations Country Team
<b>USG</b>	Under-Secretary-General
<b>WPS</b>	Women, Peace and Security

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## **F. REFERENCES**

### **Normative or superior references**

This SOP has been developed on the basis of the following documents:

- DPO-DPPA Policy on Knowledge Management and Organizational Learning (Ref. DPO 2020.11 / DPPA 2020.2)
- DPPA Women Peace and Security Policy (Ref. 2019.06)
- Integrated Disarmament Demobilization and Reintegration Standards (United Nations 2006, as revised in 2019)
- DPPA/DPO/OHCHR/OSRSG-SVC Policy on Prevention and Response to Conflict Related Sexual Violence by United Nations Field Missions (2019) (Ref. 2019.35)
- DPKO-DFS Guidelines on Reinsertion Programmes of 1 May 2014 (Ref. 2014.10)
- DPKO-DFS Policy on Reinsertion Programmes of 1 May 2014 (Ref. 2014.09)
- Secretary-General's report on disarmament, demobilization and reintegration of 21 March 2011 (A/65/741)
- DPKO-DFS SOP on Monitoring and Evaluation for DDR (2010) (Ref. 2010.23)
- Second Generation DDR Practices in Peace Operations: A Contribution to the New Horizon Discussion on Challenges and Opportunities for UN Peacekeeping (2010)
- Report of the Advisory Committee on Administrative and Budgetary Questions on Disarmament, Demobilization and Reintegration of 3 July 2006 (A/60/929)
- Secretary-General's report on disarmament, demobilization and reintegration of 2 March 2006 (A/60/705)
- Secretary-General's note on administrative and budgetary aspects of the financing of the UN peacekeeping operations of 24 May 2005 (A/C.5/59/31)

### **Related procedures or guidelines**

- UN Inter-Agency Working Group on DDR (2012), Guide to Gender-responsive DDR
- DPO (2018), Gender Responsive UN Peacekeeping Operations Policy
- DPO (2019) Gender Equality and Women, Peace and Security (WPS) Resource Package
- DPO Policy on the Protection of Civilians in UN Peacekeeping (2019.17)
- IDDRS 5.10 on Women, Gender and DDR (rev. 2020)
- UNCEG on Peacebuilding and Sustaining Peace (2020)

## G. MONITORING AND COMPLIANCE

72. Compliance with this SOP shall be monitored by the DDR Section, DPO, in consultation with DPPA and DOS, the co-signatories of this SOP. Before the mandatory revision date of the SOP, the DDR Section intends, resource permitting, to conduct an external evaluation of the application of the SOP in order to ensure its continued relevance. The SOP is expected to be translated into field-level SOPs, which shall be in line with this SOP.
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## H. CONTACT

73. The contact for this SOP is the Disarmament, Demobilization and Reintegration Section, Office of Rule of Law and Security Institutions (OROLSI), Department of Peace Operations ([unhqddr@un.org](mailto:unhqddr@un.org)).
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## I. HISTORY

74. This is the first joint DOS-DPO-DPPA SOP on CVR in DDR Processes.
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### APPROVAL SIGNATURE:

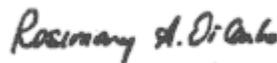
Jean-Pierre LACROIX,  
Under-Secretary-General, DPO



DATE OF APPROVAL: 6 April 2021

### APPROVAL SIGNATURE:

Rosemary A. DICARLO  
Under-Secretary-General, DPPA



DATE OF APPROVAL: 30 March 2021

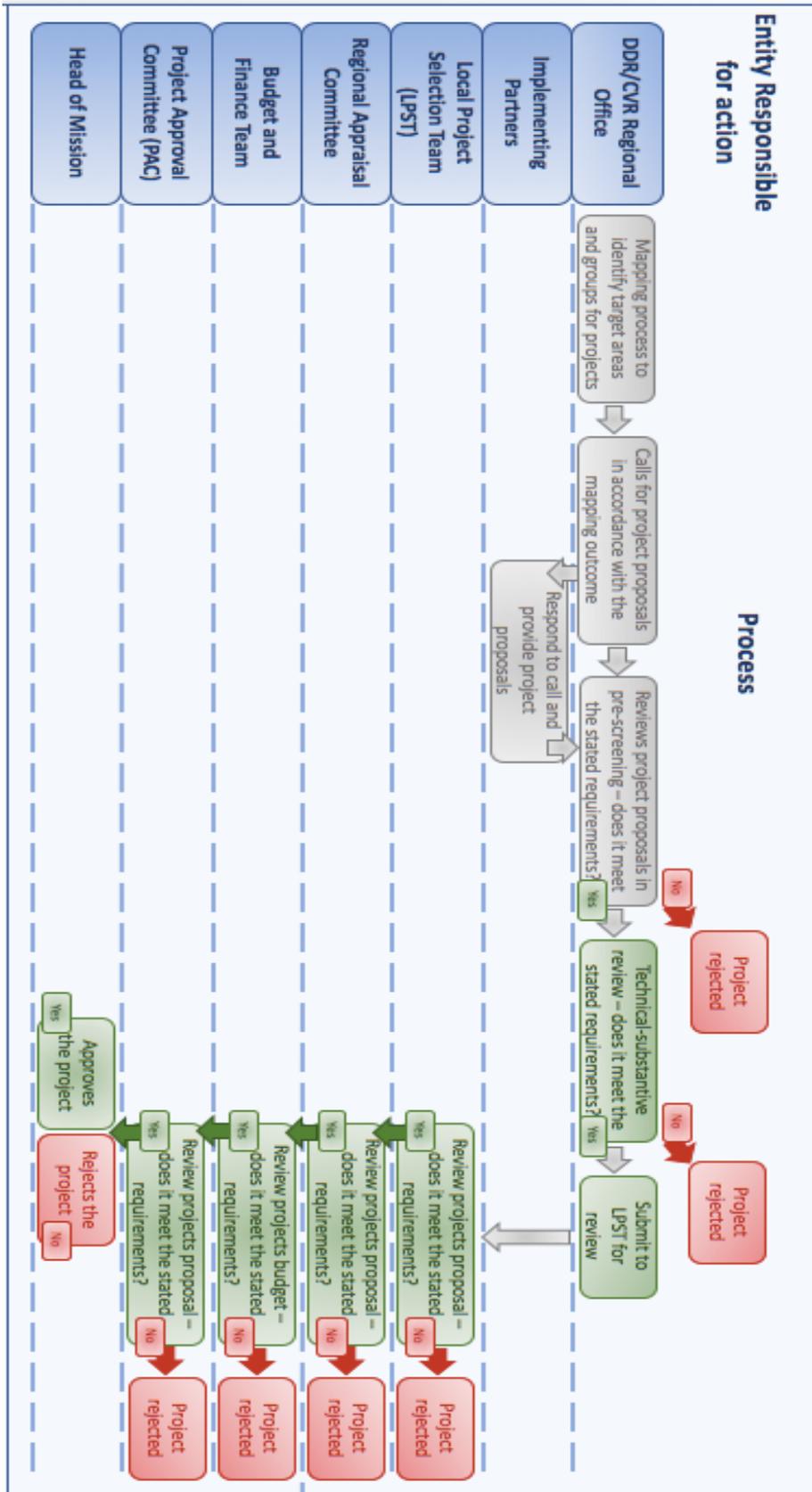
### APPROVAL SIGNATURE:

Atul KHARE  
Under-Secretary-General, DOS



DATE OF APPROVAL: 1 April 2021

ANNEX A – PROJECT PROPOSAL AND APPROVAL PROCESS



**ANNEX B – PROJECT PROPOSAL FORM**

**PROJECT PROPOSAL**

<b>Unit</b>	
<b>Submission date</b>	

<b>Implementing partner</b>	
<b>Project title</b>	
<b>Project code</b>	
<b>Targeted area</b>	
<b>Project cost (USD)</b>	
<b>Project duration (months)</b>	

<b>Project type</b>	<input type="checkbox"/> _____ INSTITUTIONAL SUPPORT <input type="checkbox"/> _____ CORRECTION <input type="checkbox"/> _____ JOB CREATION <input type="checkbox"/> _____ VOCATIONAL TRAINING <input type="checkbox"/> _____ SGBV/CHILD PROTECTION <input type="checkbox"/> _____ INCOME-GENERATING <input type="checkbox"/> _____ INFRASTRUCTURE/LABOR-INTENSIVE PROJECTS <input type="checkbox"/> _____ SECURITY AND STABILITY <input type="checkbox"/> _____ MONITORING AND EVALUATION <input type="checkbox"/> _____ SENSITIZATION <input type="checkbox"/> _____ SUPPORT TO THE RULE OF LAW
---------------------	--

	<input type="checkbox"/> _____ PUBLIC OUTREACH
--	--

<b>N. of indirect beneficiaries planned</b>		<b>N. of direct beneficiaries planned</b>		<b>N. of jobs planned <i>(for labor-intensive projects, infrastructure, income-generating projects)</i></b>		<b>N. of persons/days planned <i>(for labor-intensive projects, infrastructure, income-generating projects)</i></b>	
G	F	G	F	G	F	G	F

## 1. Context

### Guide to fill in this paragraph :

- Indicate the reference framework of the project (e.g. Security Council Resolution relating to Community Violence Reduction, government strategic framework, ect.).
- Give a description of the intervention area.
- Clearly identify the pre-project situation in the targeted area.

## 2. Problem statement

### Guide to fill in this paragraph :

- Provide a detailed analysis of the issues and specify those which will be solved following the implementation of the project. Also precise how these problems are related to all levels.

## 3. Selected solution

### Guide to fill in this paragraph :

- Describe the relevance of the intervention in regards to the goals and priorities of the mission in Community Violence Reduction.
- Justify how the project would solve the issues described in Part 2.
- If the project is the continuation of a previous one, clearly indicate how it aims to build on the activities / results of the latter ; consult the main conclusions and recommendations of the evaluations that may have been carried out. Indicate the reference number of the previous project.
- When the project is part of a broader programme, clearly explain how it fits – or is coordinated – with that programme or any other planned project. Identify potential synergies with other initiatives.

## 4. Objectives of the project

### Guide to fill in this paragraph :

- The “level” of the specific objectives must be lower than that of the general objective.
- Do not confuse objectives and activities. For instance : « organize sensitization sessions » is an activity, not a specific objective. The specific objective could be formulated, for example, as follow : « contribute to improving the knowledge (or practices, etc.) of the beneficiaries with regards to the harmful effects of the use of drugs and alcohol”.
- The objectives must be the same as those mentioned in the logical framework (see attachment 3).

## 5. Beneficiaries and job creation

### Guide to fill in this paragraph :

- Include a description of each target group and of the direct beneficiaries (quantified).
- Describe the criteria for selecting direct beneficiaries.
- Include an estimate number of indirect beneficiaries and describe how, and on which basis, the calculation is made.
- Identify the needs and constrains of each target groups and of the direct beneficiaries.
- Explain any participatory process that ensures the involvement of the communities in the selection of beneficiaries.
- At least 30% of the beneficiaries must be women.
- Take into account the gender perspective.

## 6. Description of the activities

### Guide to fill in this paragraph :

- Each proposed activity must clearly contribute to the achievement of the project objectives.
- Each proposed activity must be described narratively and in detail in a paragraph.
- Each proposed activities must be the same as those mentioned in the logical framework (see attachment 3) and in the chronogram (see attachment 2).
- Indicate the specific resources planned for the realization of each activity. For instance, exit kits, transport allowances or hot meals for the beneficiaries might be needed for vocational training projects.

Activity 1 :

Activity 2 :

Activity 3 :

Etc.

## 7. Implementation strategy

### 7.1 Implementing partner

#### Guide to fill in this paragraph :

- Give a brief description of the implementing partner and of the other associated partners. Describe their experience, justifying the choice of the mission for these partners. If necessary, refer to an appendix describing the partner's experience in more detail.
- Internally (CVR), refer to the partner's data sheet handled by the mission for more details.

## 7.2 Implementation strategy

**Guide to fill in this paragraph :**

- Describe the elements of the implementation strategy. For instance:
  - o Indicate how the community will be involved in the project implementation – how the DDR/CVR team will encourage the community to take the ownership of the project.
  - o Describe which strategies are planned in order to ensure the visibility of the CVR project.
  - o Describe the monitoring strategies.

## 7.3 Risks mitigation strategy

**Guide to fill in this paragraph :**

- Describe the potential risks to be taken into account, which could impede the normal implementation of the project (environmental, social and political risks).
- Describe the strategies meant to reduce their impact on the project.

## 8. Coordination

**Guide to fill in this paragraph :**

- Specify the role and participation of each partner/actor in the implementation of the strategies described in point 7. In the implementation of the activities described in point 6, and the reasons why these roles have been assigned to them.
- Specify synergies with other CVR initiatives / broader programmes.
- Explain the internal monitoring and evaluation procedures.

## 9. Sustainability / Durability

**Guide to fill in this paragraph :**

- Explain how sustainability will be secured after the completion of the project. This can include monitoring / maintenance aspects, integration strategies, ownership, communication plan ect.

## Attachments :

- Budget template (see attachment n°1 below)
- Timeline template / Chronogram of activities (see attachment n°2 below)
- Logical framework of the project (see attachment n°3 below)
- Authorizing documents from the implementing partner and the relevant authorities (Ministry XXX and City Council XXX)
- Other relevant technical documents

**Attachment n°1 – Budget Template**

Partner Logo									
<b>Name of the partner</b>									
<b>Location</b>									
<b>Title of the project</b>									
<b>Project code</b>									
<b>Nb. Budget line</b>	<b>Description</b>	<b>Item</b>	<b>Unit</b>	<b>Quantity</b>	<b>USD Cost per unit</b>	<b>USD Total Budget of the Mission</b>	<b>Distribution %</b>	<b>USD Contribution of the IP / community</b>	<b>USD Global project cost</b>
<b>A-Administrative costs</b>									
a-1									
a-2									
a-3									
a-4									
a-5									
a-6									
<b>Sub-total A</b>							<b>(MAX 30%)</b>		
<b>B-Operational costs</b>									
b-1									

<b>b-2</b>									
<b>b-3</b>									
<b>b-4</b>									
<b>b-5</b>									
<b>b-6</b>									
<b>Sub-total B</b>							<b>MIN 63%</b>		
<b>Sub-total budget A+B+ ...</b>									
<b>Over Head</b>							<b>MAX 7%</b>		
<b>Total USD</b>									
<p>1-The administrative costs cover the following headings : project staff, project visibility, office maintenance, office equipment (computers, printers, papers, ink, etc.), furniture (desks, cupboards, etc.), etc.</p> <p>2-Operational costs designate all expenses directly related to the implementation of the project such as, for example, the costs related to the various activities of the project and the non-administrative personnel hired to carry it out.</p> <p>3-The Over Head cost represents unforeseen costs and small expenses of the implementing partner's office (water, electricity, telephone, ...), ... These costs are not justifiable when submitting financial reports.</p>									

**Attachment n°2 – Timeline Template**

<b>CVR</b>	
<b>Title of the project</b>	
<b>Code of the project</b>	

N .	Activi ty	Person in charge	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				Month 7				Month 8				Month 9				Month 10				Month 11				Month 12			
			W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4				
1																																																		
2																																																		
3																																																		
4																																																		

Attachment n°3 – Logical Framework

	intervention logic	SMART indicators	Baseline: What is the current value?	Target: what is the target value ?	Sources of verification: How will it be measured?	Frequency: How often will it be measured?	Risks and conditions
General objective							
Specific objective							<i>Risks :</i>
Outcomes							
Outputs							<i>Conditions :</i>
Activities					<i>Means</i>	<i>Cost</i>	
Inputs					<i>Total</i>		<i>Pre-conditions :</i>

**ANNEX C – PROJECT CLEARANCE FORM**

**PROJECT CLEARANCE**

<b>Project code</b>			
<b>Project title</b>			
<b>Municipality/City</b>			
<b>Targeted area (Village/Community)</b>			
<b>Estimated budget</b>			
<b>Implementing Partner # 1</b>		Y	N
<b>Implementing Partner # 2</b>		Y	N
<b>Implementing Partner # 3</b>		Y	N

Section	Title	Name	Signature	Date	Appr.	Ref.
XXX	PAC					
Notes						
DDR	Chief of DDR					
Notes						
Office of the DMS	DMS					
Notes						
Finance Section	Chief of Finance					
Notes						

**Note: Please attach pictures of the project site and project activities.**

**Approved**

\_\_\_\_\_

SRSG

\_\_\_\_\_

(DATE)

**ANNEX D – SAMPLE MOU**

**MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

**XXX/XXX**

**AND**

***State Prisons Administration of XXX***

---

**(IMPLEMENTING PARTNER)**

WHERE AS the XXX/XXX(XXX) wishes to disburse funds for the implementation of Community – based Labour Intensive Project (CLIP) <sup>12</sup> to eligible implementing partners (IP), the ***State Prisons Administration of XXX***, with a view to carrying out its project activities effectively;

WHERE AS the ***State Prisons Administration of XXX*** (hereinafter referred to as the “Implementing Partner or IP”) has represented in its project proposal that it is fully competent and has the technical capacity to undertake and execute the project for the ***“Construction of Vocational Skills Workshop at XXX Federal Prison”***,to the best of its ability;

WHERE AS *the State Prisons Administration of XXX*, represents that it is qualified, ready, willing and able to render its facilities and services effectively and that the 80 Youths (60 male and 20 female) will benefit from the IPs expertise and experience in providing the vocational skills training and services;

AND WHEREAS XXX having evaluated the project proposal as submitted by the IP agree to award and disburse the project funds to the IP based on the understanding that it fully appreciates that the successful implementation of the project proposal has a direct impact on the outcome of the mandated activities of XXX;

NOW THEREFORE, XXX and the Implementing Partner (hereinafter collectively referred to as the “Parties”) have agreed as follows:

**Purpose and Scope**

1. The purpose of this Memorandum of Understanding (hereinafter referred to as “MoU”) is to establish the terms and conditions under which the Parties shall cooperate in a coherent manner for the implementation of the project, ***“Construction of Vocational Skills Workshop at XXX Federal Prison”***, in accordance with the project proposal and budget breakdown attached hereto as “Annex 2”, the modalities for the disbursement of funds to finance all or part of the project, the principles which shall govern the execution of the project, and in general the liability and the financial accountability of the Implementing Partner. Payments for the projects shall be made in instalments and shall be based on the scope of works or deliverables divided in four milestones, which shall be agreed upon by XXX and the IP as indicated in “Annex 1”.

---

<sup>12</sup> CLIP is a local name for CVR used in Darfur

The details of the project are as follows:

Project Number: **CLIP-XXX**, the purpose of the project is to construct a workshop for vocational skills for women prisoners, above 18 year old-juveniles and male prisoners. The vocational skills will help them reintegrate into the community and become useful and productive citizens after release from prisons.

- Main Activities during the training period:
  - Select 80 youth (60 male and 20 female) from the prison population and strengthen their skills through vocational and on-the-job training activities in specific areas of work;
  - Construction of a vocational skills workshop in XXX Federal prison to train the selected beneficiary prisoners from XXXPrison, XXX Federal Facilities, on various vocational skill areas including welding, carpentry and masonry.
  - Closing ceremony and Graduation of Youths with distribution of certificates
  - Follow up after the construction activities.
  - Introduction of the aftercare scheme as a rehabilitation program to beneficiaries (procurement of tool kits, equipment and materials).
  - Hand over to locality community.
  
- Area of Implementation:
  - The project will be implemented in XXX– XXX Federal Prison, area of the town. The selection of target groups will be from prison population in XXX Prisons. Beneficiaries targeted by this project are 80 prisoners At-Risk-Youths.
  - The group will be divided in different areas of specialization according to the desire of the individual. These specific areas are four: Masonry, carpentry, plumbing and electricity.
  - The training content theory present 10% and practical studies present 90%.
  
- The total amount approved for the project is XXX only.
  
- The project has duration and will be completed within three (3) months or 66-daysafterthe date of the last signature of this Memorandum of Understanding.

2. The Parties shall consult each other on a regular basis and shall make available to each other all information and assistance reasonably requested to carry out the objectives of this MoU. The IP shall perform its obligation under this MOU in accordance with the highest professional standards and with personnel qualified in XXX to undertake such training.

3. The IP shall take full responsibility for the adequacy, stability and safety of all the participants and the methods of trainings. The IP shall not be allowed to withdraw or replace without prior written consent of XXX, except for reasons of illness, death, disability and any other personal reasons, the selected or officially nominated beneficiaries.

4. Funds shall be made available to the IP in accordance with the relevant and applicable decisions of the CLIP Technical Review and Project Approval Committee, and subject to the availability of the necessary budget allocation to XXX.

### **Disbursement of Funds**

5. The IP shall open and maintain a bank account in the name of the Project Title or in the name of the IP and shall provide the following details of the account to XXX prior to the signing of the MoU:

Account Name: **XXX**

Name of the authorized/joint signatory1: **XXX**

Names of the authorized/joint signatory2: **XXX**

Account Number: **XXX**

Bank Name: **XXX**

Bank Address: **XXX**

If the IP is not able to provide the said bank details prior to the signing of the MoU, it shall so provide them in writing within a reasonable period of time before any disbursements can be made tangible.

6. The bank account shall be used solely for the purposes of the project under this MoU. Access to the bank account shall be limited to two authorized representatives of the IP, who shall be joint signatories to the account. One of the authorized signatories shall be the person who signs this MoU for and on behalf of the IP. In the event that one or both of the authorized signatories are required to be changed, for whatsoever reasons, the IP shall discuss and coordinate the nomination of new signatory or signatories with XXX. The new signatory or signatories may be introduced to the bank only after the written consent of XXX. On completion or otherwise termination of the project, the bank account shall be closed and whatever amounts remained to the credit of the IP shall be returned to XXX in accordance with this MoU. Any costs incurred for opening, maintaining and closure of the bank account shall be paid from the project funds.

7. The first tranche, an amount equivalent to and not exceeding **XXX (insert the amount in letters)**, forty percent (**40%**), **XXX (insert the amount in numbers)** of the project funds shall be transferred to the bank account of the IP within a reasonable period of time after the signing of this MoU by both Parties and after the provision of the details of the bank account by the IP.

8. The second tranche, an amount equivalent to and not exceeding **XXX (insert the amount in letters)**, forty percent (**40%**) of the project funds, **XXX (insert the amount in numbers)**, shall be disbursed, upon the request of the IP, at the discretion of XXX subject to the IP's submission of Financial Report and supporting documents (such as original receipts of payments), the submission of satisfactory progress report(s) based on the set scope of work and milestones by an authorized representative of XXX DDR Section, and the certification from the XXX sector involved. All reports shall be cleared by the Chief of DDR in XXX.

9.. The remaining tranche, an amount equivalent to and not exceeding **XXX (insert the amount in letters)**, **XXX (insert the amount in numbers)**, or twenty percent (**20%**) of the project funds, shall be disbursed as the final payment upon satisfactory completion of the project, subject to the submission of final and financial reports and a monitoring by XXX DDR Section.

10. The IP shall not enter into any commitment in excess of the amount transferred to it for the project, nor shall the IP assume any liability on behalf of XXX. The IP shall not deviate in any manner whatsoever from the approved project proposal.

### **Financial Commitment**

11. The amounts, as detailed in the project budget, shall be considered as estimates based on the best information made available by the IP at the time of preparation of the project budget. Such sums shall be subject to adjustment whenever necessary to reflect the actual project cost.

- (i) As outlined under paragraphs 4, 6, 7 and 8, XXX shall pay, or arrange to pay, the IP in tranches with set milestones to the extent specified in the project proposal and whereupon the IP shall account to XXX on the progressive payments and any expenditures out of the total budget allocation for this project activity.
- (ii) In the event that variations arise due to unprecedented change to the overall project or due to any other factor, the extra costs resulting from the variation shall be wholly and exclusively borne by the IP. In addition, the IP shall be responsible for paying or arranging to pay for all incidental costs in connection with the project.
- (iii) The IP shall be responsible and accountable to XXX for the efficient financial management and utilization of all funds received pursuant to the project proposal.
- (iv) The IP shall maintain financial and accounting documents concerning the project, including copies of all relevant invoices and receipts for a proper audit of the project. The IP, if requested, shall make available to XXX all relevant financial information concerning the project. The IP shall submit to XXX a certified project completion report and a financial statement of expenditures at the end of the project.
- (v) Any amount remaining to the credit of the IP as an unspent balance shall be reimbursed, upon taking of accounts, within seven (7) working days to XXX.

### **Liability**

12. The IP shall be responsible for dealing with any actions, claims, torts or other demands by whosoever concerned due to injury to person or damage to or loss of property during and/or in any way related to the implementation of the project activity.
13. The IP shall indemnify and hold harmless XXX and its officials in respect of any such action, claim, torts or other demand.

### **Property**

14. All items of property (including supplies, equipment and materials) (collectively, the "Project Assets") furnished or financed by the Mission shall remain the property of the Mission.
- 15.. Project Assets shall be returned by [IP Acronym] to [XXX] promptly upon completion of the Services or expiration or earlier termination of this MOU, unless the Mission advised [IP Acronym] otherwise, in writing. [IP Acronym] shall be responsible for the proper custody, maintenance and care of all Project Assets,
16. In cases of damage, theft or other losses of Project Assets, [IP Acronym] shall collect any evidence, and provide to the Mission, full details of the events, including security and/or investigation reports.
17. The Parties acknowledge that in the event that any intellectual property will be created by either Party or jointly by the Parties in relation to the implementation of this MOU, the United Nations shall be the owner of such property. The Parties shall discuss and agree on terms of the use of the United Nations' intellectual property, including any licensing to be provided to any third party.

### **Confidentiality**

18. The Parties shall ensure that all information provided or acquired by its personnel shall be kept confidential.

### **Visibility**

19. The IP shall take measures in order to realize the visibility of XXX through the project in a suitable form, depending on the type of the project and in consultation with XXX. Any related costs may be incurred from the budgeted project funds. The IP shall jointly participate in all public information activities with XXX during and/or after the project implementation period if requested.

### **Monitoring**

20. XXX DDR Section will be designated to monitor implementation of the project, and shall have the right at any time to inspect and evaluate the implementation of the activities. Where the situation is unavoidable and there is a persistent deterioration in the security phase resulting in XXX not being able to undertake effective monitoring of the project implementation, then an alternative mechanism of monitoring will be considered by the CLIP Project Approval Committee. It shall be incumbent upon the IP to make all arrangements necessary to facilitate such inspection and evaluation.

21. The procurement of goods and services associated with the project shall be handled by the IP in accordance with its rules and regulations, and XXX shall reserve the right to inspect the procurement process utilized by the IP for this purpose. The IP shall make all arrangements necessary to facilitate such inspection.

### **Settlement of Disputes**

22. Either party shall notify the other party of any dispute, controversy or claim arising out of this MoU, or any breach thereof, and of the measures which it considers should be taken to resolve it. The Parties shall use their best efforts to promptly settle, through direct negotiations, any dispute, controversy or claim. Any such dispute, controversy or claim which is not settled within thirty (30) days from the notification date shall be referred to the Deputy Joint Special Representative(Political) for a determination.

### **Privileges and Immunities**

23. Nothing contained in, or relating to, this MoU shall be deemed a waiver, express or implied, of any immunity from suit or legal process or of any privileges, exemptions, facilities and immunities enjoyed by XXX and/or by the United Nations including its funds, programmes and agencies, either under the Convention on the Privileges and Immunities of the United Nations, the XXX Status-of-Forces-Agreement and/or any other legal instrument.

### **Coordination, Notices, Amendments and Entry into Force**

24. XXX DDR Section and the IP shall coordinate with respect to the implementation of this MoU and the IP shall exert its best efforts to make the most effective use of the financial assistance and shall use such financial support and assistance for the sole purpose for which it is intended. Without restricting the generality of the foregoing, the IP shall take such steps to this end as are specified in the project document.

25. All notices and other communication in connection with the implementation of this MoU shall be in writing.

26. This MoU may be modified by written agreement between the Parties.

27. This MoU shall enter into force on the date of the last signature and shall remain in force for such a period thereafter as is necessary for all matters relating to its implementation being settled.

**Termination**

28. XXX shall have the right to suspend the project funding and terminate this MoU immediately if in the opinion of XXX:

- A. the Implementing Partner engages in fraudulent activity; or
- B. acts improperly; or
- C. fails to fulfill any of its obligations under this MoU.

In addition, XXX may pursue any appropriate remedy at the entire cost and expense of the IP.

29. Without prejudice to the provisions of paragraph 24 above, this MoU may be terminated by either party on one month's written notice to the other party.

30. Upon termination of this MoU, any outstanding funds shall be returned to XXX. In the event that the IP has expenditures incurred prior to termination date, at the discretion of XXX, the IP may be entitled to set-off those outstanding expenditures from the available funds upon presentation of certified accounts.

In witness thereof, the undersigned, being duly authorized representatives of the Parties, have, on behalf of the Parties, signed two copies of this MoU in English.

**For XXX:**

Director of Mission Support Date		Signature

**For the Implementing Partner:**

Name Date		Signature

**ANNEX E – IP MID-TERM NARRATIVE AND FINANCIAL REPORT**

**MID-TERM REPORT**

*(Implementing partner)*

*(mid-term of the implementation + justification of the 1<sup>st</sup> tranche)*

**THIS REPORT AND ITS ANNEXES MUST BE SENT TO THE CVR CHIEF**

**A SIGNED COPY MUST BE ARCHIVED IN THE PROJECT FILE, IN THE S-DRIVE AND IN THE CVR DATABASE**

<b>Regional office / unit, CVR</b>	
<b>Project title</b>	
<b>Project code</b>	
<b>Budget allocated</b>	
<b>Targeted area</b>	
<b>Project start date</b>	
<b>Expected duration in the PRODOC<sup>13</sup> (weeks)</b>	
<b>Extension of the project approved by the CVR team (weeks)</b>	
<b>Period covered by this report</b>	from :  to :

	<b>Received amount</b>	<b>Amount spent</b>	<b>Difference</b>
<b>1st Tranche</b>			

**Report submitted by :**

---

<sup>13</sup> Project document

<b>Name of the IP</b>	
<b>Contact person</b>	
<b>Phone and email address</b>	

**Signature & stamp :**

---

**Date of the report submission to the CVR team :**

---

## 1. Activities carried out during this period

Report the activities implemented during the period taken into account in this document. Report and justify any discrepancies with the activities planned in the project proposal. All activities differing from the project calendar must be reported.

N.	Planned activities in the project proposal	Activities implemented	Notes
1.			
2.			
3.			

N.	Unplanned activities	Notes
1.		
2.		
3.		

## 2. Project progress in relation to specific (measurable) results

- Insert the data relative to the specific results planned in the project proposal, taking into account the indicators.
- Add the results achieved in the period/tranche covered by this report, in the table.
- Fill the table, indicating the differences between the planned results and those that were actually achieved.
- Explain the reason for these differences below the table.

Specific results				1 <sup>st</sup> Tranche (40%)		
N.	Expected results in the logical framework	SMART indicators of expected results in the logical framework	Baseline	Achieved	Difference	Notes
1						
2						
3						
4						

**3. Explanation of the difference between the actual results compared to the project proposal's expectations**

**4. Problems and solutions**

#	Problems met	Solutions provided
1		
2		
3		

**5. General observations**

**6. Recommendations for the continuation of the project**

**7. Photos**

*At least 2 pictures per activities and 12 pictures per report. All the pictures must be compressed and must fit in 2 pages maximum (6 pictures maximum per page).*

**8. Annexes**

1.	Evidence of expenditure
2	Summary of the financial report
3.	List of all the sustainable equipment purchased by the project
4.	List of all the direct beneficiaries of the project (i.e. workers, students, etc.)
5.	All agreements with local authorities started and / or signed as part of the project
6.	Others (indicate)

**ANNEX F – MID-TERM EVALUATION REPORT**

**MID-TERM EVALUATION REPORT**

This sheet is filled out by the M&E unit following the completion of the first tranche of the field activities by the implementing partner. This document is then checked by the CVR officer in charge of controlling the project. The purpose of this document is to assess the current project and justify the disbursement of the second tranche. It will also study possible prospects for next phase(s).

Note – This project evaluation is based on the various documents relating to the project, as well as on the field visits (including proximity survey, community consultations etc.) carried out on.....

The following documents were consulted for this evaluation :

1. Project proposal
2. Memorandum of Understanding between the IP-XXX
3. IP mid-term report
4. Mobile Team mid-term report
5. IP financial report
6. List of the project's beneficiaries
7. M&E Officer field visit report

**DATE : ....**

<b>Project title</b>	
<b>Project code</b>	
<b>Implementing partner</b>	
<b>Project duration</b>	
<b>Start date</b>	
<b>Closing date</b>	
<b>Period covered by this report</b>	

**1. Activities planned in the logical framework and in the PRODOC**

	<b>Planned activities</b>	<b>Status/progress</b>	<b>Comments</b>
<b>1</b>			
<b>2</b>			
<b>3</b>			
<b>4</b>			

5			
6			
7			
8			
9			
10			

Notes :

**2. Activities not planned in the logical framework and in the PRODOC but conducted**

	Unplanned activities	Comments
1		
2		
3		

**3. Progress of the project, in relation to the specific (measurable) results provided for in the logical framework, reported by the IP and the Regional Office**

Specific results				1 <sup>st</sup> Tranche (40%)		
N .	Results planned in the logical framework	SMART indicators planned in the logical framework	Baseline	Achieved	Difference	Notes
1						

2						
3						
4						

**4. Specific results reached but not planned in the logical framework.**

	Results	Comments
1		
2		

**5. Beneficiaries table**

	Total	Women	Men	Children (girls et boys)	
				Girls	Boys
Planned direct					
Reached direct					
Planned indirect					
Reached indirect					

**6. General observations**

**7. Recommendations**

- For the CVR team (M&E, Regional Office, Finance et Unit project)
- For the implementing partner

**8. Conclusion**

<b>Written by :</b>	<b>Last name and first name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>
<b>Validated by :</b>	<b>Last name and first name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>

**9. Annex : Document verification sheet**

#	Title	RBB	Physical copies	Observation
1	Regional Office weekly report			
2	IP weekly report			
3	IP monthly report			
4	IP mid-term report			
5	Regional office mid-term report			
6	Field visit report			
7	Photos relating to project activities (visibility signs, project implementation pictures, etc.)			
8	Public Information Office (PIO) Coverage			
9	List of project beneficiaries			

10	Start letter			
11	Amendment request letter			
12	Response letter to an amendment request			
13	No-Cost Extension (NCE) solicitation letter			
14	Response letter to an NCE solicitation			
15	IP mid-term financial report			
16	Finance Memo			
17	Funds Commitment			
18	Project Disbursement Form			

**ANNEX G – IP FINAL NARRATIVE AND FINANCIAL REPORT**

**FINAL REPORT**

*(Implementing partner)*

**THIS REPORT AND ITS ANNEXES MUST BE SENT TO THE CVR CHIEF  
A SIGNED COPY MUST BE ARCHIVED IN THE PROJECT FILE, IN THE S-DRIVE AND IN THE CVR  
DATABASE**

<b>Regional office / Unit CVR</b>	
<b>Project title</b>	
<b>Project code</b>	
<b>Budget allocated</b>	
<b>Total budget spent</b>	
<b>Targeted area</b>	
<b>Project start date</b>	
<b>Expected duration in the PRODOC (weeks)</b>	
<b>Extention of the project approved by the CVR team (weeks)</b>	
<b>End date of the project</b>	
<b>Period covered by this report</b>	from : to :

	<b>Received amount</b>	<b>Amount spent</b>	<b>Difference</b>
<b>1<sup>er</sup> AVANCE (40%)</b>			
	<b>Received amount</b>	<b>Amount spent</b>	<b>Difference to refund</b>
<b>2<sup>e</sup> AVANCE (40%)</b>			

**Report submitted by :**

<b>Name of the IP</b>	
<b>Contact person</b>	
<b>Phone and email address</b>	

**Signature & Stamp:**

## 1. Summary of the activities carried out

Report the activities implemented in the course of the project. Report and justify any discrepancies with the activities planned in the chronogram of activities annexed to the project proposal.

N.	Planned activities In the project proposal	Activities implemented	Notes
1.			
2.			
3.			
4.			

N.	Unplanned activities	Notes
1.		
2.		
3.		
4.		

## 2. Summary of the specific results achieved

- Insert the data relative to the specific results planned in the project proposal, taking into account the indicators.
- Add the results achieved in the period/tranche covered by this report, in the table.
- Fill the table, indicating the differences between the planned results and those that were actually achieved.
- Explain the reason for these differences.

Specific results				2 <sup>nd</sup> Tranche (40%)		
N.	Expected results in the logical framework	SMART indicators of expected results in the logical framework	Baseline	Achieved	Difference	Notes
1						
2						

3						
4						

**2.2. Insert the data relative to the obtained but unplanned results of the project (results not mentioned in the project proposal). Also explain how these results were made possible.**

N.	Obtained though unexpected results	(SMART) indicators	Explanations
		Reached, yet unexpected	
1			
2			
3			

**3. Beneficiaries**

	Total	Women	Men	Children	
				Girls	Boys
Planned direct					
Reached direct					
Planned indirect					
Reached indirect					

**4. Evaluation of the project in regards to the specific objectives**

Make an assessment of the project's impact, referring to the specific objectives listed in the project proposal.

N.	Specific objectives	Baseline	Planned SMART indicators	Reached SMART Indicators	Notes
1.					
2.					
3.					

**5. Challenges**

N.	Challenges met	Solutions provided
1		
2		
3		

**6. General observation****7. How is the interaction with the local / national authorities within the framework of this project ?****8. To what extent has this project contributed to reduce violence (specific examples : security, behaviour change, community confidence level, ...)****9. Lessons learned and successes****10. Recommendations for the continuation of the project**

**11. Photos**

*At least 2 pictures per activities and 12 pictures per report. All the pictures must be compressed and must fit in 2 pages maximum (6 pictures maximum per page).*

**12. Annexes:**

	Sources checklist related to the indicators and objectives
1.	Evidence of expenditures on the 2 <sup>nd</sup> Tranche and refund
2.	Summary of the financial report on the expenditures related to the 2 <sup>nd</sup> Tranche and refund
3.	List of all the sustainable equipment purchased by the project and not reported in the mid term report
4.	List of all the direct beneficiaries of the project (i.e. workers, students, etc.) not reported in the mid-term report
5.	All agreements with local authorities started and / or signed as part of the project (and not reported in the mid-term report)
6.	Others (indicate)

**ANNEX H – FINAL EVALUATION REPORT**

**FINAL EVALUATION REPORT**

This sheet is filled out by the M&E unit following the completion of the second tranche of the field activities by the implementing partner. This document is then checked by the CVR officer in charge of controlling the project. The purpose of this document is to assess the current project and justify the disbursement of the last tranche.

Note – This project evaluation is based on the various documents relating to the project, as well as on the field visits (including proximity survey, community consultations etc.) carried out on.....

The following documents were consulted for this evaluation :

1. Project proposal (PRODOC)
2. Memorandum of Understanding (MoU)
3. Periodic reports (weekly, monthly)
4. IP Mid-term report
5. Mobile Team Mid-term report
6. Mid-term evaluation (M&E)
7. IP final report
8. Mobile Team Final report
9. IP financial report
10. List of the project's beneficiaries
11. M&E Officer field visit report

**DATE :** .....

<b>Project title</b>	
<b>Project code</b>	
<b>Implementing partner</b>	
<b>Project duration</b>	
<b>Start date</b>	
<b>Closing date</b>	
<b>Period covered by this report</b>	

**1. Activities planned in the logical framework and in the PRODOC**

	<b>Planned activities</b>	<b>Status/progress</b>	<b>Comments</b>

1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Notes:

**2. Activities not planned in the logical framework and in the PRODOC but conducted**

	Unplanned activities	Comments
1		
2		
3		

**3. Progress of the project, in relation to the specific (measurable) results provided for in the logical framework, reported by the IP and the Regional Office**

Specific results				2 <sup>nd</sup> Tranche (80%)		
N.	Results planned in the logical framework	SMART indicators planned in the logical framework	Baseline	Achieved	Difference	Note
1						
2						
3						

**4. Specific results reached but not planned in the logical framework**

N.	Results obtained but unexpected	SMART indicators reached but unexpected	Notes
1			

**5. Beneficiaries table**

	Total	Women	Men	Children (girls et boys)	
				Girls	Boys
Planned direct					
Reached direct					

<b>Planned indirect</b>					
<b>Reached indirect</b>					

**6. Evaluation in regards to the specific objectives**

<b>N.</b>	<b>Specific objectives</b>	<b>Baseline</b>	<b>SMART indicators planned</b>	<b>SMART Indicators reached</b>	<b>Notes</b>
1.					
2.					
3.					

**7. Status of the community engagement progress, linked to the project**

**8. Challenges met**

<b>N.</b>	<b>Challenges met</b>	<b>Solutions provided</b>
1		
2		
3		
4		

**9. General observations**

**(Analyses on the follow-up and the execution of the mid-term recommendations)**

<b>#</b>	<b>Mid-term recommendations</b>	<b>Mobile Team</b>	<b>Partner</b>	<b>Comments</b>

1				
2				
3				
4				
5				
6				
7				

### 10. Recommendations

- For the CVR team (M&E, Regional Office, Finance and Unit project) :
- For the implementing partner

### 11. Conclusion

Written by :	Last name and first name	Position	Signature	Date
Validated by :	Last name and first name	Position	Signature	Date

### 12. Annexes : Document verification sheet

#	Intitulé	RBB	Copies physiques	Observations
1	Regional Office weekly report			
2	IP weekly report			
3	IP monthly report			
4	IP final report			
5	Regional Office Final Report			
6	Field visit report			

7	Photos relating to project activities (visibility signs, project implementation pictures, etc.)			
	Public Information Office (PIO) Coverage			
8	List of project beneficiaries			
9	Start letter			
10	Amendment request letter			
11	Response letter to an amendment request			
12	No-Cost Extension (NCE) solicitation letter			
13	Response letter to a NCE solicitation			
14	IP Final Financial Report			
15	Finance Memo			
16	Funds Commitment			
17	Project Disbursement Form			