



UNDP Strategy and Framework for

Capacity Development

in the Reduction of Small Arms and

Light Weapons

June, 2003

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Geneva, June 2003

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Acronyms and Abbreviations

BCPR	Bureau for Crisis Prevention and Recovery (UNDP)
BICC	Bonn International Center for Conversion
CASA	Coordinating Action on Small Arms (UN)
CPRP	Crisis Prevention and Recovery Practice
CSO	Civil society organization
DDR	Disarmament, Demobilization and Reintegration
DFID	Department for International Development (United Kingdom)
DMTP	Disaster Management Training Program (UNDP)
EU	European Union
IANSAs	International Action Network on Small Arms
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
ICT	Information and Communications Technology
IDP	Internally displaced person
IGO	Intergovernmental Organization
IHL	International humanitarian law
ILO	International Labor Organization
IOM	International Organization for Migration
NGO	Non Governmental Organization
NATO	North American Treaty Organization
OCHA	Office for the Coordinator of Humanitarian Affairs (UN)
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development
OECD/DAC	OECD-Development Assistance Committee
OSCE	Organization for Security and Cooperation in Europe
QUNO	Quaker United Nations Office
PCASED	Programme of Coordination and Assistance for Security and Development
PfP	Partnership for Peace (NATO)
SADU	Small Arms and Demobilization Unit (UNDP/BCPR)
SALW	Small Arms and Light Weapons
SEESAC	South Eastern Europe Clearinghouse for the Control of Small Arms
UN	United Nations
UN/DDA	Department for Disarmament Affairs (UN)
UN/DPA	Department of Political Affairs (UN)
UN/DPKO	Department of Peacekeeping Operations (UN)
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNIDIR	United Nations Institute for Disarmament Research
UNITAR	United Nations Institute for Training and Research
UNSSC	United Nations System Staff College
USAID	United States Agency for International Development
WED	Weapons for Development
WCMD	Weapons Management and Destruction Programme
WHO	World Health Organization

UNDP Strategy and Framework for Capacity Development in the Reduction of Small Arms and Light Weapons

I. Introduction

A) BACKGROUND

Illicit small arms and light weapons (SALW)¹ are regarded as a leading threat to human security. There are approximately 500 million SALW in circulation in the world, one for every 12 humans on earth, and an estimated 639 million are stockpiled. The impacts of illicit SALW go well beyond casualties to include the destruction of livelihoods, displacement of persons from their

homes, and the abuse of the human rights of countless individuals.²

There is no effective global approach to the control of SALW. The numbers of weapons-related casualties continue to rise and social and economic development, post-conflict reconstruction and basic human rights continue to be undermined. Women and other vulnerable groups suffer disproportionately. Approximately 30 conflict and post-conflict countries are acutely affected, but the negative effects of SALW are felt on a global basis, particularly through losses to human development and resources spent to respond to crises in these places.

In 2001, the United Nations outlined a “Programme of Action to Prevent, Combat and Eradicate Illicit Trade in Small Arms and Light Weapons in All Its Aspects” as a result of grave concerns about the effects of SALW. The “Programme of Action” sets out measures to be undertaken at national, regional and global levels and emphasizes coordination and cooperation among all actors. The United Nations Department of Disarmament Affairs (UN/DDA) bears responsibility for the follow-up and reporting with respect to implementation of the PoA.

¹ The terms *Small Arms and Light Weapons (SALW)* as defined by the United Nations mandate include:

- *Small arms*: revolvers and self-loading pistols, rifles and carbines, sub-machine guns, assault rifles, light machine guns;
- *Light Weapons*: heavy machine guns, hand-held under-barrel and mounted grenade launchers, portable anti-aircraft guns, portable anti-tank guns and recoilless rifles, portable launchers of anti-tank missile and rocket systems, portable launchers of anti-aircraft missile systems, mortars of less than a 100 mm caliber; and
- *Ammunition and Explosives*: cartridges (rounds) for small arms, shells and missiles for light weapons, anti-personnel and anti-tank grenades, landmines, mobile containers with missiles or shells for single action anti-aircraft and anti-tank systems, explosives. (United Nations, Report of the UN Panel of Government Experts on Small Arms, Document A/52/298, August 27, 1997)

² Unless otherwise indicated the focus on this report, and its recommendations refers to *illicit* small arms and light weapons.

Guided by the “Programme of Action”, the United Nations Development Programme (UNDP) supports government and civil society in the formulation and implementation of weapons collection and demobilization initiatives, amongst other activities. Under the UNDP Bureau for Crisis Prevention and Recovery (BCPR), the Small Arms and Demobilization Unit (SADU) manages the global Weapons Collection, Management and Destruction (WCMD) programme (See Annex 1 for a detailed description). The programme aims to reduce the impact of SALW on the lives of people in affected areas and to make a concrete contribution to conflict prevention, peacebuilding, violence reduction and sustainable development.

UNDP recognizes that the implementation of the measures set out in the UN “Programme of Action” is a shared responsibility among all partners, but that the countries and regions most affected by SALW may face difficulties in fulfilling their undertakings, particularly in the long term. UNDP also realizes that its organizational support will necessarily be temporary, therefore it is critical to ensure sustainability of the inputs and abilities of partner organizations to pursue the objectives on their own. Tracking of progress on the UN “Programme of Action” implementation measures and ensuring of resources to permit continuity of the effort are also strategically important. In order to achieve these goals, capacity with respect to SALW control must be developed.

B) CAPACITY DEVELOPMENT NEEDS ASSESSMENT FINDINGS

In October of 2002, UNDP (BCPR/SADU) undertook a capacity development needs assessment. The study included a desk review, interviews and a widely distributed questionnaire. The study team visited UNDP regional offices in Belgrade and Nairobi where SALW control programmes are managed.

The study identified some important challenges in tackling the SALW problem:

- Many regional and national authorities lack the capacity to deal with the causes and sources of illicit supplies.
- Limited capacity of customs and law enforcement agencies in some countries results in borders that are porous to SALW flows.
- Regional mechanisms to address SALW problems are largely weak.
- Effective measures to take excess weapons out of circulation are limited in some countries due to lack of domestic political will and international support.
- Chronic under-development in countries and provinces affected by conflict and proliferation of SALW results in an absence of alternative livelihoods for those who are involved in armed groups.

- Lack of capacity among security, judicial and legal systems to guarantee a minimal level of security, means people are reluctant to surrender the weapons they hold.

The findings of the study endorsed UNDP's approach that considers SALW as a human development issue. Controlling weapons through strategic programmes for collection, management and destruction is vital to development.

The study suggests that a focus on the wider economic and political context in which people acquire SALW is needed, as well as a focus on the broader historical and political environment. The problems must be understood and addressed taking into account the psychological issues along with the military and legal contexts. Economic and social development, the rule of law and good governance is essential for long-term solutions to SALW control issues. Efforts to counter cultural acceptance of violence and illicit gun use are also required.

The study identified urgent needs for capacity development among:

- 1) regional and national authorities;
- 2) project and programme staff working on SALW control and related issues; and
- 3) civil society groups on all levels (international, regional, national and local).

A more intense focus should be placed on capacity development in the following areas:

- The integration of a development perspective into illicit SALW policies, initiatives and programmes and, conversely, the integration of SALW in social and economic development policies, initiatives and programmes.
- Legislative reform, policy formulation and legal and regulatory frameworks with respect to the control of the proliferation and use of illicit SALW.
- Law enforcement, such as policing and border control.
- Public awareness-raising on the impact of SALW and advocacy on the need to address SALW.
- Weapons collection, management and destruction (WCMD), including strengthening capacities to analyze and assess SALW availability and proliferation, and to develop and implement WCMD initiatives.

The needs for capacity development on SALW are so great that neither UNDP nor any other single organization can meet them alone; rather, a collaborative approach among stakeholders is required.

A participatory and consultative approach, aware of both process and outcomes, can promote consensus among a wide range of stakeholders thus allowing greater flexibility as new information emerges and greater capacities are developed. This strategy seeks to strengthen and make optimum use of networks, institutional frameworks, tools and materials that already exist or are being established.

C) UNDP'S ROLE IN CAPACITY DEVELOPMENT

UNDP has directly supported a number of WCMD programmes, particularly Weapons for Development projects, which include awareness raising, and communications campaigns. The establishment of a number of additional WCMD projects is envisioned in the next two years. To support these efforts, BCPR has recruited a team of specialist staff – in the Small Arms and Demobilization Unit – and established and disseminated a roster of experts for providing technical assistance³.

In view of UNDP's mandate to undertake and facilitate WCMD programmes, it will pursue, through a consultative process, the development and implementation of a capacity development programme on SALW.

UNDP has unique comparative advantages that help to define its role in capacity development. Among them are; an established presence and substantial experience in 166 countries, focus on governments, reputation for impartiality, recognized convening authority, distinct capabilities in weapons management and destruction, and significant SALW control experience at regional and national levels.

³ The Small Arms Reduction Expert Roster is located at www.smallarmscontrol.org

UNDP offers among its country programmes, numerous linkages to related programmes and actors in disarmament, demobilization and reintegration (DDR)⁴, emergency response, conflict management, security sector reform, and other aspects of crisis prevention and recovery.

Through this strategy, UNDP aims to place its vast institutional capacity, experience and resources on SALW and development at the service of all stakeholders.

⁴ *Disarmament, Demobilization, and Reintegration (DDR): Disarmament* is the collection of small arms and light weapons within a conflict zone. *Demobilization* refers to the process by which parties to a conflict begin to disband their military structures and combatants begin the transformation into civilian life. *Reintegration* refers to the process, which allows ex-combatants and their families to adapt, economically and socially, to productive civilian life. These three processes form a continuum whose elements overlap with one another, and are related and mutually reinforcing. (United Nations, The Role of United Nations Peacekeeping in Disarmament, Demobilization and Reintegration, Document S/2000/01, August 27, 1997)

II. Principles of the Strategy

Capacity development is defined in this strategy as: “the provision of resources and promotion of all forms of learning that assist individuals to reach their potential in contributing to sustainable development” and, in particular, the objectives set forth by UNDP in the domain of SALW. Institutional or organizational capacity development may be accomplished, for example, through training, workshops or by the provision of staff, equipment, tool kits, financial resources and expert technical assistance.

The principles governing the strategy, detailed below, are:

- a) sustainability;
- b) stakeholder collaboration;
- c) partnerships;
- d) human resources development and institutional development;
- e) cost effectiveness;
- f) targeting;
- g) monitoring for results; and
- h) follow-up support.

a) Sustainability

UNDP recognizes that the rebuilding and development of a society is the responsibility of countries and regions. UNDP assistance should support stakeholders in their own efforts. This strategy thus aims to promote responsibility for, and local ownership of, SALW control programmes. By taking into account the challenges faced by stakeholders and their resource needs, particularly in the implementation of the UN Programme of Action, this strategy

aims to contribute to the sustainability of SALW control programmes.

b) Stakeholder Collaboration

To achieve agreed-upon goals stakeholders need to be involved in, and make decisions about and apply their resources to the implementation of capacity development activities. To affect the timely and strategic implementation of planned activities UNDP will work closely with stakeholders, particularly those dedicated to SALW control issues. It will be important to ensure that all stakeholders are well informed about the issues and are motivated by the urgency of the need to lend their support to relevant activities.

UNDP envisions a continuous collaborative process of planning, implementing, monitoring, evaluating and revising activities, together with stakeholders, through the various stakeholders’ groups. These groups include regional and national authorities that are key actors in policy formulation and community actors such as Non Governmental Organizations (NGOs) and other civil society groups working in target conflict and post-conflict countries. Other key stakeholders include international organizations, donors, and experts who support SALW control activities.

Within UNDP, stakeholders are comprised of staff working on SALW control and related programmes and projects. This includes UN Resident

Coordinators and UNDP Resident Representatives, particularly those in countries most affected by the effects of SALW, and UNDP staff at the executive level.

In the UN system, UNDP will collaborate with other agencies, particularly those with closely related programmes, such as the UN Department for Disarmament Affairs (UN/DDA), the UN Department of Political Affairs (UN/DPA), the UN Department of Peacekeeping Operations (UN/DPKO), UN Institute for Disarmament Research (UNIDIR) as well as the United Nations Children's Fund (UNICEF), and the World Health Organization (WHO).

c) Partnerships

Partnerships will be formed as often as possible, to manage specific activities thereby permitting the sharing of resources and responsibilities. UNDP seeks to work with donor countries, international and regional organizations and other UN agencies and counts a growing number of civil society organizations and local and international NGOs as partners.

The capacity development needs of partner organizations are of critical concern to UNDP. Partnerships are a key component of this strategy and are instrumental to achieving a multiplier effect. Accordingly, UNDP plans to work intensively with partners in planning and implementation of capacity development activities and include them as participants and resource persons.

d) Human Resources Development and Institutional Development⁵

UNDP will make investments in capacity development for SALW staff and partners that are strategic to the achievement of its goals and objectives. The learning opportunities will be easily accessible and part of a learning culture that UNDP is striving to promote. These opportunities will help to meet the needs of the individual in his/her current and future functions.

Capacity development activities will be linked to human resources policies wherever possible for all target groups. Learning accomplishments will be recognized through certificates, accreditation and performance management activities.

Capacity development will be a shared responsibility and consequently participants will have a role in the related decision-making processes. Within UNDP activities will be tied in with recent needs assessments performed among staff in BCPR and activities of the evaluation unit, amongst others.

UNDP will work with partners to identify specific goals of capacity development on SALW control that are compatible with overall, agreed upon and long-term goals for institutional development of policies, standards and procedures. Capacity development may assume a broader focus where this approach is warranted to support institutional development.

⁵ *Institutional Development* is a range of activities that enhance and/or complement institutional capabilities through the development, transfer, adoption and the use of skills and technology from source external to the government/recipient agency.

e) Cost Effectiveness

UNDP will determine the most appropriate and cost effective means of organizational development and training. This includes ascertaining the number of participants who can benefit from capacity development activities at the needed levels within the budgetary constraints.

The costs of the programme will also factor in staff time needed for contributing to the planning and participation in the activities. Attention to detail in planning and preparation will carry some costs but will result in increased programme effectiveness.

To promote efficiency, UNDP will consider, as appropriate, the following cost saving measures:

- Collaborating with other organizations at global, regional, and national levels on institutional capacity development strategies.
- Integrating SALW development goals into field level projects as well as broad programmes such as conflict prevention initiatives.
- Building upon designs and lessons learned from programmes with similar requirements, such as UNDP Mine Action.
- Using a regional approach where cross boundary solutions are expedient.
- Locating training events in target countries and regions.
- Using training arrangements, facilities and facilitators already in place.

- Improving and borrowing from curriculums already developed.
- Cost sharing with other stakeholders and partners.
- Use of experienced staff as trainers and resource persons.
- Using multipliers such as Training of Trainers, peer teaching, mainstreaming and incorporation of SALW control in related capacity development efforts.

f) Targeting

UNDP will prioritize target areas and institutions for capacity development where the needs are greatest and where conditions will promote sustainability in order to optimize impact.

Participants in learning activities will be prioritized according to the importance of their roles and tasks in relation to SALW control. Participant selection must be sensitive to work requirements during programme cycles. UNDP will devote attention to targeting content and methodology based on evaluations and feedback on previous efforts/activities.

g) Monitoring for Results

UNDP will plan, monitor and evaluate the results of capacity development activities taking into account the effect that the acquired knowledge and skills have in the workplace and community, as well as the outcomes on SALW control problems. Developing clear key performance indicators for all capacity development activities will improve the evaluation of the developmental impact. Funds for planned monitoring and evaluation activities will be included in the implementation plans.

Criteria – The successful outcome of capacity development activities will be enhanced through the application of criteria at the preparation stage, such as:

- *Appropriateness and relevance:* What is the relative importance of SALW in this crisis or region? How can the intervention be matched to this level of importance?
- *Efficiency:* Is the planned activity cost-effective and non-duplicative? Does the timing take advantage of entry points in the political process and in other topic areas?
- *Effectiveness:* Does the activity target the appropriate audiences and levels with the most useful information?
- *Impact or outcome:* Are the objectives, outcomes and activities well-planned and well thought out? How will the event or input be evaluated in the short and longer terms?
- *Protection and participation:* Do the interventions address protection of human rights and crosscutting issues such as gender concerns and participation?
- *Coordination:* Is the effort coordinated in oversight, design and implementation?
- *Coverage:* Does the activity cover the needs and priority topics and participants?

- *Multiplier effect:* Is the activity designed in such a way that the persons involved can share knowledge and experience with others?

h) Follow-up Support

Capacity development activities make little difference to sustainable development and reducing the impact of SALW, unless the knowledge and skills are used and the institutional development activities are practical. Ensuring continuity of resources and involvement in global and regional networks enhances sustainability.

Therefore, a series of follow-up activities will include: learning from evaluations, supporting follow-up conferences and seminars, promoting trainees and resource persons on rosters and in orientations, publication of newsletters, and creation and support for networking mechanisms such as alumni associations and through websites and professional organizations.

III. Principal Target Groups: Their Roles and Capacity Development Needs

Target groups for capacity development can be defined and selected on the basis of their potential impact and sustainability on SALW problems. The following list includes descriptions of the actors worldwide, their roles and constraints in attaining goals in the control of SALW, and a summary of their priority capacity development needs.

A) All Stakeholders

The roles of all stakeholders and their capacity development needs tend to overlap significantly as the need for support and general orientation to SALW issues is so widespread. General roles and needs are mentioned here and specific roles/needs are mentioned for each group described below. The roles of all stakeholders are to:

1. Incorporate SALW issues into their projects and programmes.
2. Support SALW control initiatives.
3. Act as advocates for resolving SALW problems.
4. Coordinate to pool resources and cover needs.
5. Create synergy through formation of and participation in stakeholders' groups.

To perform these roles, all stakeholders require capacity development in:

- Understanding of the problems, issues and human rights basis of SALW control.
- Understanding of the SALW network of stakeholders and effective approaches.
- Understanding of the process and procedures for effective WCMD.
- Consensus building on instruments and standards.
- Improved information collection methods and data base development.
- Central repositories for information and capacity development tools.
- Knowledge of the funding mechanisms and resources of donors and other organizations.
- Coordination and collaboration on capacity development.
- Communication mechanisms on issues within their groups and with others.
- The role of media in SALW control.

B) National and Regional Groups

National Groups

National authorities include government ministries and agencies for security, social and economic development, foreign affairs, public health consistency, and others who address SALW issues. National or provincial institutions may be in formative stages without well-developed policies and strategies. Staff who are newly appointed need to build

confidence in addressing issues in their sectors as well as strengthening their general management skills.

Generally, authorities in conflict and post conflict areas do not have enough accessible information and skills to manage WCMD activities. Many lack the capacity to promote public awareness, to create and enforce regulatory frameworks, to safely store legal weapons, to deal with illicit supplies or to create registers of in-country weapons. Some governments have not selected or developed mechanisms such as SALW focal points, or units to consistently address and interact with national, regional and international actors.

National security forces (police forces or services, border control, customs authorities, military, and other law enforcement agents) are key actors in reducing the proliferation of SALW, organized crime and smuggling. Where security forces lack institutional support, they have limited impact on illicit arms flows.

For example, military forces must effectively manage their out-dated and surplus weapons supplies while meeting international military standards. Customs officials often do not have technical capabilities to participate in illicit arms control. Police require skills to interact effectively with communities and manage their own weapons supplies.

Many national security forces in post-conflict countries have benefited from some capacity development, but considerable additional efforts are required to support them with institutional support, training, equipment

and technical advice, with a specific focus on the SALW issue.

Priorities in capacity development for national actors include:

- Institutional, policy and strategy development and support.
- Creation of and support for SALW focal points or mechanisms.
- Managing and supporting public awareness raising programmes, civil society engagement and community participation.
- Coordination of SALW efforts and building collaboration at all levels.

Priorities for security forces include:

- Institutional development support.
- Technical training on WCMD.
- Technical assistance on planning and implementation of SALW projects, including monitoring and evaluation, lessons learned and best practices.
- Equipment and training in the use of equipment.

Regional Groups

Regional organizations are important forces for change in areas most affected by SALW, and generally receive direction from international or national actors that support their regional mandates. Among member states, regional organizations pursue regional economic development and peacebuilding goals.

Groups that have regional interests and responsibilities, but may not be united by a specific regional mandate, include border police and customs control and import/export agents. Other groups with the potential to be united regionally for

capacity development based on similarities in faced problems include community police, legislative bodies and NGOs or other civil society groups.

Some regional initiatives have successfully brought together national actors to create a regional synergy in capacity development for conflict management, security policy and related areas. These include but are not limited to, those of the Stability Pact, the Szeged Process and the Organization for Security and Cooperation in Europe (OSCE) in the Balkans and the African Union. Logically, and as a matter of cost effectiveness, the mechanisms for capacity development already put in place by such groups should be supported and built upon.

In general, more work is required by regional organizations to bring international attention to bear on SALW problems that can be effectively addressed through a regional approach. Regional groups must grapple with the means to unite national and provincial bodies in post-conflict areas and encourage sharing of resources, particularly in border areas.

Regional mechanisms must be strengthened such as increasing the capacities of border control and law enforcement agencies to stem the flow of illicit weapons.

Regional organizations require focal staff that can dedicate the time necessary to SALW, alongside other conflict prevention and security issues.

Priorities in capacity development for regional actors include:

- Institutional development support.
- Policy formulation and the creation of legal and regulatory frameworks and legislation regarding the control of the proliferation and use of illicit SALW.
- Technical training on WCMD.
- Means to collaborate on, and support assessment of, needs and capacity development programmes for security forces (police forces or services, customs and immigration authorities, military actors, etc.).
- Means to share among regional actors effective approaches and resources to meet national needs.
- Increasing the pool of regional actors and dedicated staff to SALW issues.

C) SALW Project and Programme Staff

UNDP staff members in recently initiated regional and country programmes are tasked with development and management of complex projects in numerous locations. Most staff members have joined UNDP or country/regional offices within the last year and are experienced in a variety of disciplines. Local and regional partners who implement SALW or interlinked projects, such as DDR, are also relatively new to project development for SALW control. Project managers in related areas such as security sector reform are also important actors in supporting and integrating SALW activities.

SALW control projects are characterized by the need to consistently incorporate new information into a highly sensitized approach. The demand for skilled and experienced professionals in SALW projects is high, supply is limited, and

staff relocation is a complicating factor. Staff support is urgent and vital to help develop community, national, regional and international capacities to implement SALW activities as part of development agendas.

Staff members need to coordinate and collaborate with a wide range of actors to create and support regional and national strategies. They must also plan and prioritize projects and secure funding. To do so, they require opportunities to strategize and share experiences in order to unify their approaches. They also require organizational support and broader recognition from the assistance and development communities to promote their projects and programmes.

Priorities in capacity development for staff working on SALW projects include:

- Increasing the pool of staff working on SALW issues.
- Skills in situational analysis, participatory assessment methodology, data analysis, coordination and project planning & design.
- Skills in monitoring, evaluation and reporting.
- Skills in partnerships and resource mobilization.
- Skills in media strategy and awareness raising.
- Technical training on WCMD: legislative reform (National Commission, etc.), law enforcement, socio-economic SALW approaches (gender, children), income generation activities and other incentives drive approaches (“Weapons for

Development”), DDR, destruction and stockpile management⁶.

- Opportunities for sharing experience and promoting collaborative action.

D) Civil Society

“Civil society organizations” refer to a wide array of NGOs, trade unions, community-based organizations, social movements, faith-based institutions, charitable organizations research centres, foundations, student organizations and professional associations. With their community connections, civil society actors are well suited to promote public awareness and community sensitization as well as carry out other forms of community based violence prevention initiatives.

In crisis and post conflict countries, NGOs generally require significant training and institutional development to achieve their potential. Established NGOs often lose capacity during conflict periods while others are new and have limited capacity and experience. They may lack access to global forums where they could contribute to and benefit from synergy.

Within communities, the target groups for capacity development include ex-combatants, women's groups, youth groups, religious groups and health and development committees. Key persons

⁶ *Stockpile Management* means that any parties authorized to hold small arms and light weapons establish adequate and detailed standards and procedures relating to the management and security of their stocks of these weapons. (See II.17 of the United Nations "Programme of Action to Prevent, Combat and Eradicate Illicit Trade in Small Arms and Light Weapons in All Its Aspects", A/CONF.192/15)

are teachers, public health personnel, adult and youth leaders, and religious leaders who come into contact with the majority of community members.

Community members often know more than others about the impact of SALW and they are key actors in control of privately owned SALW. In post-crisis countries, general distrust toward outsiders and authorities plagues community centred efforts to resolve conflicts and unify to combat the effects of SALW.

In post-crisis countries, demobilized ex-combatants are important actors in the control of SALW. Their reintegration is often a complex and arduous process, even with assistance of specially designed DDR activities. In the cases where they lack adequate or long-term support or in the wake of uncertain peace processes, ex-combatants may retain weapons and engage in violent forms of income generation.

National (as well as global) media play important roles in addressing SALW control, but media are generally neither well informed nor do they report adequately and effectively on SALW issues.

Priorities for civil society groups include:

- Institutional development support.
- Access to regional and international forums and networks.
- Promotion of community needs and culturally accepted solutions.
- SALW project management skills.
- Exchange of experience on effective approaches.

Priorities for community groups include:

- Conflict prevention, peacebuilding and mediation skills.
- Violence prevention techniques and campaigns.
- Supporting reintegration for/with ex-combatants.
- Working with security forces in SALW control.
- Border monitoring and community preparedness.
- Protection of vulnerable groups against the impact of SALW.

Priorities for media actors include:

- Information on SALW issues.
- Skills in SALW reporting.
- Conflict sensitive reporting.

E) Other International Actors

A number of donor organizations, international IGOs and NGOs, including development, humanitarian, and conflict resolution and peacebuilding groups, address SALW directly or indirectly. A series of initiatives over the last several years by development agencies and within the UN system, have established a broad institutional framework for addressing SALW issues.

Small arms issues, with emphasis on their impact on human security and sustainable development, currently factor into virtually every part of the UN system.

International actors have taken important steps to collaborate in order to meet global needs. However, many global initiatives are still in the developmental stages and the actors taking active parts are limited.

International actors lack consensus-based standards, analytical instruments and information to back their efforts. A significant number of actors have the potential to include SALW in their projects and programmes, but this potential is largely untapped.

The issues of SALW have attracted people from various disciplines and at many levels, but they have not coalesced into a sector that is capable of solidifying political will (as the land mines issue has done). SALW issues have not been solidly tied to development losses and incorporated into development strategies. There is little consensus on standards and

approaches and inadequate sharing of experiences and lessons learned.

Priorities in capacity development for international actors include:

- Coordination to promote effective use of resources.
- Increasing the pool of actors working on SALW.
- Intensifying efforts on SALW issues.
- Improving and making more accessible, information and tools facilitating SALW action.
- Strengthening and creating working groups to create consensus on international standards and legislation.

IV. Modalities of Capacity Development

UNDP will approach capacity development activities by considering the contexts in which actors live and work, and their range of needs and resources. This necessitates the creation of coherent and interrelated sub-strategies for capacity development in each target area and for each group of actors. It also implies joint strategy development with partners.

Modalities of delivery will be developed so that individual activities contribute to and are not isolated from institutional or community development goals.

UNDP will build upon lessons and best practices extracted from past initiatives in order to improve approaches.

Some initiatives offer templates or models that can be modified to meet SALW control capacity development requirements. The UNDP Mine Action programme, for example, created a capacity development strategy that aimed to meet the needs of regional and national actors (See Annex 2 for description). SALW control issues are decidedly more integrated with socio-economic solutions than land mine reduction. Nonetheless, the programme offers some relevant designs.

Numerous mainstreaming efforts, such as those for gender, human rights, or safety and security, offer a number of useful techniques and approaches (See Annex 3 for model programmes and designs).

UNDP will ensure that capacity development activities continue to evolve and reflect best practices. All capacity development activities must accommodate new staff and update existing staff. Learning opportunities will be considered in the broadest context and include relevant and effective methods such as on-the-job training and use of Intranet and Internet resources.

The following modalities are the key components of UNDP's strategy:

Technical Training – UNDP will design and implement technical training for senior and middle level management among partners and staff. Training will focus on WCMD, particularly legislative reform, legal enforcement, psycho-social effects of SALW, weapons collection schemes, DDR and stockpile management.

Exchange Programmes – UNDP will provide experience-broadening opportunities to staff focusing on SALW issues. Staff will gain in-depth exposure to different perspectives in different locations during a minimum of a two to four week periods.

Staff or government counterparts from new programmes can be assigned to existing programmes to study operational issues. Alternatively managers or government officials from more developed programmes or SALW control situation could work in new or emerging programmes to help managers there incorporate lessons learned.

The exchanges will occur between countries or within regions, between countries and regions and the BCPR/SADU office or other related agencies, or between organizations through seconded positions.

Mentoring – A mentor with experience in SALW programming, if possible from the same region, will be assigned to each new staff member to provide expeditious access to advice and assist with problem solving.

Institutional development inputs – UNDP seeks to support organizational or institutional development geared to meet institutional development goals. Strategies for institutional development in target areas will be developed in collaboration with partners.

Within UNDP, activities will be tied to recent needs assessments performed among staff in BCPR and activities of the evaluation unit, among others. The main inputs will include support for creation of institutional learning mechanisms, provision of expert assistance and development of management tools and procedures.

Stakeholders' interactions – UNDP will coordinate and support stakeholders' meetings, briefings and informal discussions through BCPR/SADU to promote the coordination of global needs

Information sharing and knowledge networking – SALW control is a discussion topic within UNDP's electronic discussion group, the *UNDP Crisis Prevention and Recovery Practice Network*. Other means of internal and external information sharing will include production and dissemination of documents and publications, the creation of a technical information-sharing

network, and through workshops, conferences, briefings and informal discussion groups.

Mainstreaming – Mainstreaming activities begin with an analysis of what triggers efforts to effect actions for SALW controls, as well as where resistance lie at the start of mainstreaming activities. UNDP will develop a mainstreaming strategy that considers the unique requirements of each audience and the key actors who are able to promote dissemination of messages within organizations and other groups. UNDP will draw on various model programmes plans that have allowed successful mainstreaming in other domains.

Roundtables – The roundtables will gather staff and partners from BCPR/SADU and regional offices and county or provincial offices to exchange ideas and experiences, increase understanding of useful and successful approaches, identify gaps and weaknesses and strengthen networks. The roundtables will be responsive to programme cycles and workloads of staff. The output/products of these events will be set out as clearly planned goals.

Alternative modes of capacity development – Realizing that staff time is limited, UNDP will explore alternative means of learning, such as developing an electronic-based module or interactive self-taught courses. The capacity development initiative presents an opportunity to design creative learning activities.

V. Capacity Development Supporting Mechanisms

Four organizational support mechanisms are critical for implementing this strategy. BCPR will build capacity to establish and support each. These are:

- a) capacity development programme staff;
- b) capacity development providers' support;
- c) knowledge networking and information sharing function for capacity development; and
- d) partnerships with other organizations.

a) Capacity development programme staff – The long-term integrated and cyclical nature of the capacity development strategy underscores the need for a dedicated programme team that takes responsibility for each principle mentioned above.

Within BCPR, the Small Arms and Demobilization Team is now established and works closely to develop and monitor capacity development activities. The team includes a Regional Liaison Officer and a Capacity Development Advisor who are responsible for ensuring that existing regional efforts and capacity development plans are implemented. A capacity development focal point can be selected from each region or area.

UNDP will ensure that staff job descriptions match the needs presented in this strategy and that further support is sought if needed.

b) Capacity development providers' support – “Learning events” require significant development time if they are to meet clearly defined and tailored

needs. Two major types of annual training are envisioned as part of this: senior management training within a training institute and including a field exercise, and middle management training at regional or country locations.

UNDP will engage an institute to plan and implement training events of both long and short duration targeted for senior, middle management, focal points and programme and project staff members and partners, at international, regional and country/provincial levels (See Annex 4 for criteria for selection of capacity development providers).

c) Knowledge networking and information sharing function for capacity development – The Capacity Development Needs Assessment study indicated a need for a central library or clearinghouse where programme strategies and training materials can be housed and information about them shared among stakeholders. Improved means of information sharing and networking need to be established.

d) Partnership with other organizations – Numerous stakeholders' groups have been formed at the international, regional and national levels. However, their continuity may be limited, their focus may overlap and some gaps still remain uncovered. UNDP, with other stakeholders, will chose as partners the groups that will most effectively meet the objectives. UNDP will work to solidify those groups creating long-term action agendas.

VI. Planning Framework

Capacity development activities blend with and support other activities within BCPR's annual planning framework (for more detail, see Annex 5, which offers an excerpt from BCPR/SADU's work plan for 2003). UNDP will intensify efforts to build capacity among UNDP staff and partner organizations working on SALW projects.

UNDP will also lead in promoting international coordination to address SALW related problems in developing countries using a development-focused approach, as well as in the capacity development of regional and national authorities. Finally, it will also adopt the role of a major player in the capacity development of civil society groups.

The following framework presents general strategic themes designed to meet the capacity development needs of key

target groups. There are numerous cross cutting outputs, activities and sub-activities.

A) Promoting International Coordination, Process and Consensus

UNDP aims to advance the level of effort among global actors and increase their capacities to reduce the effects of SALW. UNDP will lead and participate in exercises that promote understanding of the bureaucratic and resource constraints faced by actors, as well as their strengths, aiming to coordinate and achieve synergy by streamlining planning, communications and procedures. Where possible, efforts towards developing norms and standards in this area will also be undertaken.

Supporting Global Capacity Development	
Outcome Indicator	Activities
<p>1. Global capacity for control of SALW improves as evidenced in pre- and post-assessments/evaluations of target groups' capacities; and projects as well as in the increase in human and material resources dedicated to reduce the effects of SALW in target areas.</p>	<p>1.1 Develop a plan with agreed partnerships and gain stakeholder buy-in; 1.2 Support development of national and regional strategies and action plans; 1.3 Disseminate and update the roster of experts; 1.4 Establish a central repository for SALW and capacity building tools and information; 1.5 Create a sub-group of the Geneva Process or similar donor group to monitor, develop and build consensus around key global issues; 1.6 Host meetings or combine with other meetings such as the 2003 UN Programme of Action Review Conference.</p>
Incorporating SALW Issues in Policies and Planning Frameworks	
<p>2. UNDP policies and activities at global, regional and country levels reflect the need to promote coordinated, development-focused approaches to SALW control.</p>	<p>2.1 Hold discussions with UNDP Executive Board and other staff members; 2.2 Disseminate policy documentation; 2.3 Provide input to Conflict/Post-Conflict policy discussions; 2.4 Promote discussions on <i>UNDP Crisis Prevention and Recovery Practice Network</i>.</p>
<p>3. UNDP planning frameworks and activities reflects SALW reduction, DDR and armed violence action.</p>	<p>3.1 Mainstream SALW reduction and DDR issues in planning tools in affected areas; 3.2 Integrate these issues in UNDP programming frameworks; 3.3 Participate in conflict impact assessment missions.</p>
Strengthening Coordinated Strategies	
<p>4. Joint strategies are strengthened with UN, other agencies and NGOs. The number of cooperative agreements, collaborative arrangements and coordination initiatives increases.</p>	<p>4.1 Provide policy and technical advice to UN Coordinating Action on Small Arms (CASA) and UN Group of Interested States in Micro-Disarmament; 4.2 Develop joint arrangements: agreements, pilot projects, assessments and lessons learned exercises; 4.3 Participate in World Bank-led MDRP Great Lakes initiative; 4.4 Build strategic relationships with NGO networks.</p>
Developing Common Approaches and Setting Standards	
<p>5. Common donor policy approaches increases. The number of meetings where SALW issues are tabled and actions are agreed. Frequency of meetings and communications resulting in development of common approaches increases.</p>	<p>5.1 Promote development approaches at international meetings and policy development fora; 5.2 Organize consultations to develop common approaches in OECD/DAC and Inter-Agency Standing Committee (IASC), Serve as secretariat to the BCPR DDR Task Force; 5.3 Participate in the Geneva Process and Directional Support Group for Weapons for Development (UNIDIR); 5.4 Support continued monitoring of the UN Programme of Action.</p>
<p>6. Generic guidelines are produced and disseminated and feedback on their utility is received through follow-up evaluations.</p>	<p>6.1 Produce three documents to aid in establishing standards; 6.2 Develop operational guidelines on small arms projects for UNDP; 6.3 Produce a lessons learned publication; 6.4 Formulate policy guidelines for development agencies.</p>
Improving Experience Sharing	
<p>7. The number of communications (including publications and meetings illustrating lessons learned and best practices) increases.</p>	<p>7.1 Compile and disseminate findings from evaluations and research; 7.2 Conduct briefings for UN and donor communities; 7.3 Produce two publications on emerging issues; 7.4 Contribute to the <i>Small Arms Survey 2004 Yearbook</i> and the UNDP Human Development Report.</p>

B) Supporting National and Regional Actors

UNDP aims to support national and regional actors in light of the complex environments they work in, as they define and manage their roles in SALW control. An objective is to enhance synergy between national, regional and

international groups as they tackle SALW issues. UNDP will invest in capacity development programmes that provide a context conducive to experience sharing and networking. UNDP will provide advice and support for policy development, operational capacity and programme management.

Providing Institutional Support	
Outcome Indicator	Activities
8. Capacity development assessments and ex post training and project evaluations indicate that capacity to implement SALW control measures increases within 3 regional organizations and in 10 national governments.	8.1 Develop a standardized training package for senior and middle management and other target groups; 8.2 Participate in training and capacity development of international organization staff supporting national and regional initiatives, including UN and donors; 8.3 Establish an institutional support programme for focal points/national commissions to which they may apply for assistance to meet capacity development needs; 8.4 Establish a programme to assist countries in their reporting on their implementation of the UN Programme of Action; 8.5 Provide technical inputs to political agreements and SALW processes.
Providing Training Opportunities	
9. Programme and project analyses of institutional capacity building indicate that opportunities are expanded for national and regional actors to focus on key problems, and the number of trained national and regional staff increases.	9.1 Conduct training for regional organization staff (3 organizations per year); 9.2 Establish a standing training programme to train trainers in 2-3 regions per year; 9.3 Establish training/roundtable processes for development of national regulatory frameworks.
Supporting Weapons Collection, Management and Destruction	
10. Technical Capacity of Weapons Collection, Management and Destruction is enhanced; target 200,000 weapons and ammunition units are effectively stockpiled, controlled and destroyed per year.	10.1 Provide SALW stockpile management support and destruction; 10.2 Develop WMCD performance standards; 10.3 Develop accounting and registration software and implement related technical training; 10.4 Identify arrangements for assisting in decommissioning of weapons during peace processes.

C) Supporting Project Managers in SALW Control

UNDP's objective is to enhance support to project staff in their efforts to increase the impact and effectiveness of new and ongoing SALW related projects and programmes. UNDP will invest in development of learning programmes targeted for UNDP and partner organization staff in topics such as data

collection and analyses, project management and coordination. UNDP will strengthen mechanisms for staff support including management tools to promote regular reporting, monitoring and evaluation, rapid deployment of experts and on-the-job training. Project impact will be strengthened through development of models for community involvement and assessment methodology.

Supporting New Projects	
Outcome Indicator	Activities
11. The impact of SALW control is expanded by adding 15 new country projects and increased and improved support to 15 ongoing projects.	11.1 Formulate 15 new SALW and DDR projects; 11.2 Provide backstopping services to ongoing projects; 11.3 Establish a rapid deployment capacity to support DDR; 11.4 Develop standard management and operational tools.
Promoting Community-Based Approaches	
12. A model of intervention to promote community-based approaches to address armed violence is tested and developed. Improving the quality and quantity of community group involvement in the above strategies demonstrated through assessment and project evaluations.	12.1 Design a strategy to promote dissemination of experiences and reporting on the UN Programme of Action; 12.2 Develop a strategy for integrating marginalized youth, women, peace groups, and community-based police into SALW control; 12.3 Initiate two pilot projects in urban/rural, pre-and post-conflict environments.
Implementing Learning Programmes	
13. The number of operational staff increases and structures strengthened as evidenced through ex-post evaluations of workplace support received by trained staff and their end use of transferred knowledge and skills.	13.1 Design and implement a conceptual and hands-on training programme for senior and middle management; 13.2 Provide guidance to senior staff, other actors within workshops, meetings and other forums; 13.3 Develop exchange programmes and provide a mentor for newly appointed staff; 13.4 Conduct two awareness raising workshops for UNDP country offices; 13.5 Develop a plan of on-the-job training for prospective DDR managers; 13.6 Establish an internal technical information-sharing network.
14. Institutional learning is routinely captured and disseminated within UNDP and to a broader audience, and project objectives, outputs and activities reflect these lessons.	14.1 Conduct regular monitoring and evaluation on all projects; 14.2 Schedule regular reporting and consultations with donors (quarterly); 14.3 Conduct action research to develop programme concepts; 14.4 Compile and disseminate findings from evaluation findings and research; 14.5 Conduct briefings for UN and donor communities.
Developing Assessment Methodology	
15. Assessment reports consistently form the basis of consultations with project staff on action plans.	15.1 Develop assessment methodology and incorporate into project design; 15.2 Undertake SALW assessment missions in 10 countries; 15.3 Undertake three scoping missions to advise UNDP staff and partners on assessment and project design.

D) Supporting Civil Society

UNDP intends to support civil society groups to achieve their potential to address the effects of SALW. UNDP will promote the capacity development of civil actors, including NGOs and

community groups, to participate in assessment, project planning and evaluation exercises. UNDP will devote resources to development of national awareness raising programmes and develop capacity of media actors to promote SALW control objectives.

Strengthening Civil Society's Impact	
Outcome Indicator	Activities
16. The number of successful community based SALW and related programmes evaluated as successes increases and civil society groups undertaking successful programs	16.1 Establish local capacity for data collection and monitoring; 16.2 Increase the pool of actors working on SALW, utilizing the Small Arms/DDR Expert Roster; 16.3 Promote coordination among civil society groups for effective use of resources; 16.4 Support to create and strengthen working groups among civil society groups to reach consensus on international standards and legislation; 16.5 Improve and make more accessible, information and tools facilitating SALW action.
Raising Awareness and Campaigns	
17. SALW issues and the developmental impact of SALW are increasingly recognized in media coverage (television and press coverage, publications, etc.), changes in public attitudes, in national development planning and policy and strategy documents.	17.1 Host series of informal meetings with stakeholders; 17.2 Develop guidelines for awareness raising; 17.3 Develop and disseminate outreach tools such as web site, posters, newsletters, publications and brochures; 17.4 Support pilot media training; 17.5 Publicize weapons destruction programmes widely; 17.6 Manage and disseminate photo library to market UNDP and UN/DDA products.
Enhancing Community Participation in SALW Programmes	
18. Civil society groups participated actively in SALW reduction and related programmes: situational assessment; programme/project formulation and implementation; and monitoring and evaluation. Civil society participation has tied SALW and related programmes into development strategies.	18.1 Contribute to the development of community training materials and tools; 18.2 Support training workshops organized by civil society groups, utilizing the community training materials and tools; 18.3 Provide assistance for implementing micro-projects within community.

VII. Possible Capacity Development Activities

In order to increase overall capacity on addressing SALW and related issues the following activities could be carried out by UNDP, in close cooperation with other UN agencies, regional

organizations, national authorities and civil society organizations. The activities, first, could be carried out on a pilot basis with a view to moving towards full-implementation in the subsequent year.

Objective 1: Human Resources Development (Training)

Strengthen knowledge and skills of human resources to carry out SALW and related programmes through provision of specifically targeted and tailor-made training (Focus: management and technical skills).

UNDP designs and implements technical and managerial training for senior and middle management and programme officer levels among partners and staff. Training focuses on a variety of substantive and programme management aspects. UNDP manages the Exchange Programme aiming to provide opportunities for partners and staff to broaden their own experiences by gaining

in-depth exposure of different SALW and related programmes in other locations. UNDP also provides mentoring schemes for new staff in programmes in order to provide expeditious access to advice and assist with problem solving. Duration and venues will need to be determined with the service providers, although an indicative duration is given at each example below.

Activity 1:	Training for Senior Managers (Global Level)
Provider:	Sub-contract training institution
Target group	Executive and senior managers and policy makers of national SALW and related programmes in developing countries.
Duration	4-week full time course.
Venue	Academic facility in a central location.
Objectives	Improve efficiency and effectiveness of SALW control and related efforts by promoting understanding and applying management principles, by developing understanding of the international and socio-economic context of SALW control, and by expanding global networks and contacts between SALW managers.
Content	Use a mixture of formal lectures, seminars, and hands-on technical sessions using tailor-made training materials.

Activity 2: Training for Middle Managers (Regional Level)	
Provider: Sub-contract Training Institution Working at Regional Level	
Target group	Middle managers of SALW and related programmes
Duration	Flexible modules (e.g. 2 weeks, full-time course).
Venue	Local academic-training institutions in regions.
Objectives	Improve management skills of middle managers of SALW and related programmes and provide regional mechanisms for local/regional managers to develop networks and contacts across regions.
Content	Use a mixture of formal lectures, seminars, sessions on hands-on technical knowledge using tailor-made (regionalized/localized) training materials.

Activity 3: Training for UNDP Programme Officers (Global Level)	
Provider: UNDP/BCPR	
Target group	UNDP programme officers/project staff who are working in the field of SALW control, demobilization and violence reduction.
Duration	1-2 weeks, full-time course.
Venue	UNDP Geneva.
Objectives	UNDP programme officers acquire necessary knowledge and skills to carry out programmes in their respective countries, share experiences and improve practices.
Content	Use a mixture of formal lectures and practical work using tailor- made training materials.

Activity 4: Training on Community Mobilization and Participatory Practices	
Provider: Subcontract NGO	
Target group	National or regional civil society groups.
Duration	Flexible module, 2 days to 1 week.
Venue	Country or regional level.
Objectives	Provide training for civil society groups to achieve their potentials in the field of promoting public awareness and community sensitization and carrying out other forms of community based violence prevention and SALW control.
Content	Community training materials and tools, including gender aspects, will be developed and utilized.

Activity 5: Exchange Programmes and Mentoring	
Provider: UNDP/BCPR/SADU	
Target group	National/local executive managers, coordinators or equivalent, of national and regional SALW and related authorities, or of similar institutions, UNDP programme/project staff.
Duration	Exchange: 2- 8 weeks depending on needs. Mentoring: 6 month to one year.
Objectives	<ul style="list-style-type: none"> • Participants broaden their experience and gain more in-depth exposure to different perspectives of SALW control, DDR, and violence reduction programmes. • Provide an opportunity for managers/staff from new or emerging programmes to gain knowledge and hands-on experience from mature programmes to run their programmes effectively and efficiently. • Managers/staff of mature programmes transfer lessons learnt to emerging programmes, and learn from the new or emerging programmes, new management systems, new organizational structures and ways of doing business. • Programme managers/staff learn from a variety of organizations, UNDP (SADU/BCPR), UN/DDA, or other UN agencies or NGOs on SALW/DDR issues. • Develop and strengthen relationships and networks between SALW/DDR managers, which will help to sustain programmes in the long-term. • Facilitate close and long-term contacts between new and experienced programme managers/staff through mentoring.
Exchange modalities	UNDP will identify the needs of programme staff, and match requirements. UNDP will use the following exchange modalities: country-to-country exchanges, field level and HQ attachments, and secondments with other international organizations/NGOs.
Mentoring	Building on the exchange programme, UNDP will identify a mentor from within the region for each new programme manager, and facilitate mentoring, mainly through on-line communication exchange.

Objective 2: Institutional Development

Build, enhance and further develop institutional capacity of national and regional authorities as well as civil society through provision of a variety of tools and technical assistance.

UNDP supports organizational or institutional development geared to meet institutional development goals. The following technical and financial assistance will be provided from UNDP to countries intending to have, or conducting SALW control programmes. The main inputs will be the provision of expert assistance and development of

methodologies, management tools and procedures. To the extent possible, a joined up approach will be undertaken with other donors, and the issue of SALW, will be dealt with in conjunction with other efforts to build capacity on conflict prevention, management and resolution.

Activity 6:	Institutional Development of Regional Organizations in Affected Areas
Provider:	UNDP/BCPR and relevant UNDP Regional Bureau
Target group	Regional organizations.
Duration	Continuos.
Objectives	Support to the operations, management and technical capacity of regional organizations in affected regions to address small arms and light weapons proliferation and trafficking, along with other related issues
Content	Specific assessments, consultations, and donor coordination meetings will be undertaken to outline areas of capacity development support.

Activity 7:	Institutional Development in SALW Control (“National Commission Fund”, “Model National Framework” and “Compendium of National Frameworks”)
Provider:	Partnership BCPR/SADU – UN Department of Disarmament Affairs (UN/DDA)
Target group	National authority.
Duration	Continuos.
Objectives	Support governments to establish focal point function, national machinery, or institutions on SALW control, such as a National Commission.
Content	A “National Commission Fund” will be established to provide financial and technical assistance to governments to establish a national focal point function or to enhance capacity of existing machinery.

Objective 3: Technical Assistance

Enhance technical and managerial capacity of a variety of partners of SALW and related issues through provision of technical assistance.

UNDP provides technical assistance to develop technical capacity of partners and UNDP staff on SALW and DDR. Such assistance includes: development of tool kits/assistance packages, development of a generic software, manual and training module,

development of guidelines and overall frameworks, in the field of reporting capacity, legislation and legislative reform, WCMD, assessment methodology, awareness raising, and peace process and DDR frameworks.

Activity 8: Strengthening National Reporting Capacity	
Provider: Partnership BCPR/SADU – UN Department of Disarmament Affairs (UN/DDA) and NGO	
Target group	National authority.
Duration	One year.
Objectives	Develop governments' longer-term reporting and monitoring capacity as related to implementation of the UN "Programme of Action" (PoA).
Content	In the first phase, a "Capacity Development for Reporting" project will address a short-term capacity development needs by assisting governments in preparing and delivering their inputs to a biennial follow-up conference on the PoA in July 2001. The outcome and lessons-learned will be integrated into the overall UNDP capacity development programme.

Activity 9: Clearinghouse on Legislation	
Provider: BCPR/SADU –partners to be identified	
Target group	National and regional groups.
Duration	Continuos.
Objectives	Governments enact or enhance laws and regulations on illicit SALW control including administrative procedures to implement laws and regulations.
Content	A clearinghouse on SALW legislation will be established to provide access to existing and model laws and regulations. A tool kit on legislative strengthening will also be developed as part of a technical assistance facility.

Activity 10: Stockpile Management and Destruction	
Provider: BCPR/SADU	
Target group	National and regional groups, SALW project and programme staff, civil society.
Duration	Continuos.
Objectives	Reduce the impact of SALW by improving the transparency, safety and efficiency of the stockpile management and destruction processes
Content	A generic software, off-the-shelf manual and training module on stockpile management and destruction, such as basic armoury safety and security procedures, weapons registration/licensing, record keeping, database, and weapons destruction, will be developed and ad-hoc training will be provided as necessary in the field. A rapid response facility has also been developed with emergency funding.

Activity 11: SALW Assessment Methodology	
Provider: Subcontracted NGO	
Target group	National and regional groups, SALW project and programme staff, civil society.
Duration	One year.
Objectives	Develop assessment methodology with particular focus on data collection, monitoring capabilities and participatory assessment approaches at local level. Enhance the assessment capability of all actors for more effective programme formulation, implementation and evaluation.
Content	Guidelines for assessment methodology of SALW situation will be developed and applied to different country situations through SADU advisory services and disseminated at appropriate fora. Ways to integrate SALW data collection/analysis into pre-existing statistical surveys (such as UNDP's "Human Development Indicator") will also be sought.

Activity 12: Awareness Raising Guidelines	
Provider: Subcontract – UN partners to be identified	
Target group	Civil society (including media)
Duration	One year
Objectives	To improve project level approaches to information and awareness raising campaigns.
Content	A set of agreed guidelines for awareness raising will be developed, based on a number of country experiences, drawing out best practices and lessons learned.

Activity 13: Support to Peace Process and DDR Frameworks	
Provider: BCPR/SADU, partnership with DPKO, IOM, UN Development Group Office (DGO)	
Target group	All stakeholders.
Duration	One year.
Objectives	Integrate or mainstream small arms reduction and DDR issues in national/regional peace process and planning and other UN peacebuilding/post conflict response processes.
Content	Strategies for integrating/mainstreaming and planning in peace process on DDR and small arms reduction issues (e.g. Memorandum of Understanding (MOUs), call down arrangements, standing agreements, pilot projects, joint assessments and lessons learnt exercises) will be developed and will be applied to different country situations and disseminated at appropriate fora.

Objective 4: Knowledge Network and Information Sharing

Share knowledge and information on SALW control and related issues effectively and facilitate/enhance partnership among stakeholders.

UNDP provides a variety of tools for knowledge network and information sharing to be utilized and benefited among all stakeholders: SALW/DDR expert roster, central repository, on-line

learning modules, on-line knowledge networking, lessons-learned contributions, and ad-hoc workshops/roundtables.

Activity 14: SALW/DDR Expert Roster	
Provider: BCPR/SADU	
Target group	All stakeholders.
Duration	Continuous.
Objectives	Establish a wider pool of experts in SALW/DDR and provide an effective mechanism to find the best expertise to the needs of SALW/DDR programmes.
Content	A web-based Small Arms Reduction Expert Roster (www.smallarmscontrol.org) is established and maintained to connect disarmament specialists and hiring managers from organizations such as governments, international organizations and accredited NGOs. The database addresses specific technical and human resource requirements by organizations committed to curtailing the widespread availability and proliferation of small arms and light weapons.

Activity 15: SALW/DDR Central Repository	
Provider: BCPR/SADU-partnership with other organizations (NGOs, IGO, and Research Institutions)	
Target group	All stakeholders.
Duration	Continuos.
Objectives	Establish a central mechanism where research, strategy and policy materials can be housed and information about them shared among UN and other stakeholders.
Content	A central depository, such as an electronic library or clearinghouse, will be established.

Activity 16: Developing On-line Learning Module of SALW Control Issues	
Provider: UNDP/BCPR, UNDP Learning Resource Centre (LRC)	
Target group	All stakeholders.
Duration	One year for module development and continuous thereafter.
Objectives	Provide alternative learning resources on-line to all stakeholders whose time is limited.
Content	Using experiences and materials produced from the above activities, an on-line learning module on SALW control and related activities will be developed to be independent or to be integrated into the UNDP Virtual Development Academy (VDA) and other electronic learning.

Activity 17: On-line Knowledge Networking Facilities under CPR Net	
Provider: BCPR/SADU, BCPR Network Facilitator	
Target group	All stakeholders.
Duration	Continuos.
Objectives	Facilitate information and knowledge sharing and discussion on the topics of SALW control further.
Content	A sub-discussion group under the UNDP Crisis Prevention and Recovery Practice Network ("CPR-Net") will be organized. Through the utilization of this on-line network, dissemination of SALW related documents, publications, briefings, and summaries, the results of conferences and workshops, and the provision of advisory services will be facilitated.

Activity 18: Holding Workshops and Roundtables on SALW Control Issues	
Provider: BCPR – partners to be identified	
Target group	All stakeholders.
Duration	Continuos.
Objectives	Facilitate exchange of ideas and experiences; build a common understanding, best practices and lesson learned.
Content	Workshops and roundtables will gather staff and partners from SADU and regional and national authorities. In addition, UNDP will seek to participate with other donors in networks and fora, such as the OECD/DAC, to agree common approaches, and identify best practices.

Annex 1

The United Nations and Small Arms

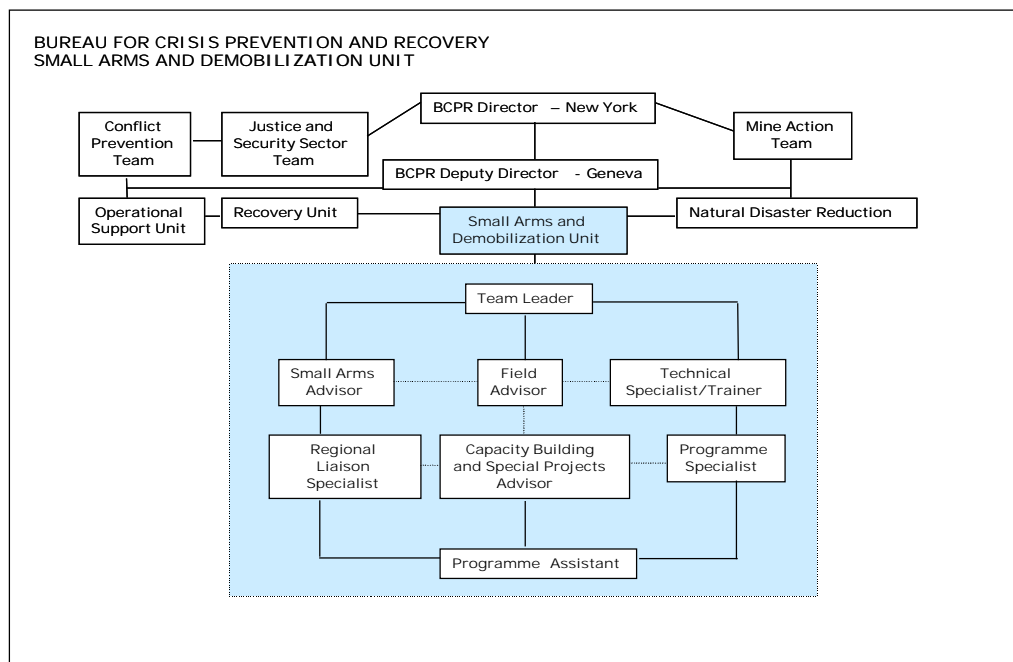
United Nations Development Programme

Combating small arms proliferation has emerged as a key priority for UNDP to achieve its international development targets set for 2015. Mandated by the UN Policy on Small Arms to address the socio-economic causes and consequences of weapons proliferation, UNDP supports government and civil society in the formulation and implementation of weapons collection and demobilization initiatives, which aim to create a safe environment conducive to sustainable development. UNDP seeks to ensure that small arms issues are integrated within existing development programming and planning in order to enhance sustainability and build on existing participatory processes.

The continued availability of weapons, especially in conflict-prone and post-conflict situations, not only undermines a country's ability to maintain peace but also represents a major obstacle to sustainable human development. A culture of violence intensifies insecurity and serves as a means through which reprisals and revenge is enacted. UNDP recognizes that the collection and disposal of weapons presently in the hands of combatants and the wider society is a key element of peacebuilding in post-conflict situations. Without appropriate disarmament, which involves the collection of residual small arms and the appropriate control of state-owned weapons, projects for national reconciliation and rehabilitation are in jeopardy, as are opportunities for long-term development.

Bureau for Crisis Prevention and Recovery

In 1998, UNDP established its Small Arms Reduction Programme to confront the growing challenge posed by small arms and light weapons in crisis and post-conflict situations. The Small Arms and Demobilization Unit (SADU) is integrated within the Bureau of Crisis Prevention and Recovery (BCPR) (formerly known as the Emergency Response Division – ERD). BCPR is UNDP's in-house mechanism for providing a quicker and more effective provision of services to UNDP Country Offices in countries in crisis and post-conflict situations. The purpose of BCPR is to enhance UNDP's efforts in poverty reduction and sustainable development by working with partners to reduce the incidence and impact of violent conflicts and establish the solid foundations for peace and recovery from crises.



Weapons Collection, Management and Destruction Programme

In order to address the socio-economic causes and consequences of weapons proliferation, UNDP has developed a programme that supports governments and civil society in formulating and implementing weapons collection, management and destruction initiatives that aim to create a safe environment that is conducive to sustainable development. In 2001, UNDP expanded the Small Arms Reduction Programme into a comprehensive, global Weapons Collection, Management and Destruction (WCMD) programme, which aims to reduce the impact of small arms on the lives of people in affected areas and to make a concrete contribution to conflict prevention, peacebuilding, and sustainable development through weapons collection, management and destruction. The WCMD programme objectives are to:

- integrate a development perspective into policies and approaches for the reduction of SALW;
- strengthen capacities to analyze and assess SALW availability and proliferation, and to develop and coordinate comprehensive WCMD initiatives;
- initiate and support country and regional specific projects on WCMD; and
- raise awareness of the socio-economic and developments costs of SALW problems and advocate the need to address them to programme countries and other partners.

Areas of support: The programme will establish weapons collection, management and destruction projects in ten countries in three regions per year, which incorporate some of the following components:

- weapons collection and destruction projects, particularly “weapons for development” (WED) projects, which include an awareness-raising and communications campaigns;
- small arms control, collection, and reduction measures in disarmament, demobilization, and reintegration, and security sector reform projects;
- projects for weapons management, including stockpile management, safe storage, and advice on strengthening policy and legislation in this area;
- establishing regional arms registers, other record-keeping and information sharing mechanisms and the (sub) regional harmonization of legislation and administrative procedures on small arms;
- strengthening the capacity of relevant local, national, and regional authorities involved in WCMD-related activities through training projects and technical assistance and through support for the establishment of national commissions;
- strengthening regional cooperation between law enforcement agencies through joint training and operations in areas such as border controls; and
- encouraging states to adhere to and implement relevant regional agreements.

Other areas for support include capacity development and training, awareness-raising and communications strategies, promoting best practices and lessons learned, institutional strengthening, and resource mobilization.

Annex 2

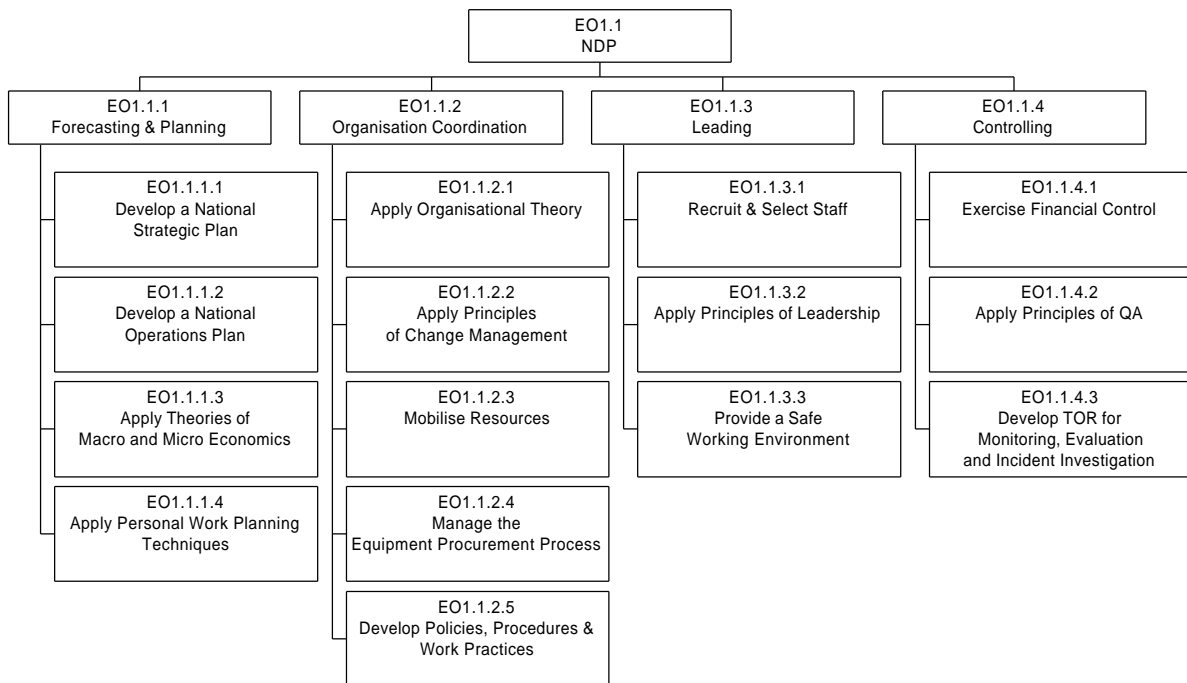
Sample Mine Action Training Model

EO 1.1 EXECUTIVE MANAGER (NATIONAL PROGRAMME DIRECTOR)

Course Aim

To educate and train selected National Programme Directors of Mine Action Programmes to apply best management practice in their national programmes.

Logic Diagram



Annex 3

Model Programmes for Capacity Development Activities

Programme Type or Feature	Model Programme	Design Details
Learning Events		
Exchange Programme	UN Mine Action Exchange Programme (MAX)	Designed by Cranfield University
Mid Level Management Training	UNHCR's Regional Emergency Management Training Programme	Mixed participants – UNHCR staff, government and NGOs
Senior-Level Management Training	Cranfield Mine Action	Implemented in the United Kingdom and Mozambique; planned for Afghanistan; includes general management
Mid-Level Management Training	UN Systems Staff College - Early Warning for Conflict	Dedicated manager in UNSSC – Turin; Regional focus
Mid to Senior Level Management Training - WCMD	2 nd PfP Swiss Training Course; Spiez, June 2002	Two parts: Collection and destruction and Stockpile management; Mix of lectures and exercises, case studies
Training for Government Officials, Staff of NGOs and Civil Society groups	Draft "SALW Resource Manual", International Alert, Saferworld and Oxfam, July 2002	Adaptable to different audiences; mixes theory and practice
Senior Level Management Training	UNHCR's Advanced Emergency Management Seminar (AEMS)	Forum focussing on current issues, based on pre-assembled digests of ideas
Middle Level Management Training	Cranfield Mine Action	Regional Course for South East Europe
Regional WCMD Training for Security Personnel	PCASED and Nairobi Declaration Workshops and Curriculum	Managed through regional group collaboration; SADU lessons learned from these events
Research	UNIDIR evaluation of on-going weapons collection programmes – lessons and best practices.	Two year study – 6 to 7 countries
Roundtables	"Curbing the Demand for Small Arms: Lessons in East Africa and the Horn of Africa", Dec. 2000	QUNO/Project Ploughshares/ BICC collaboration
	USAID/Office of Transition Initiatives, 2000; "Community-based Reintegration and rehabilitation in post-Conflict Settings"	Carefully orchestrated presentations and discussions
Integrated SALW Training, Orientation and Information		
Gender Mainstreaming	ILO	Adaptable techniques
Security Mainstreaming	"Mainstreaming the Organizational Management of Safety and Security", Humanitarian Programme Group, ODI	Adaptable techniques
UN Disaster Management Team	UNDP BCPR's Disaster Management Training Programme (DMTP)	Stakeholders groups in post conflict countries – attach SALW to security hazards

Programme Type or Feature	Model Programme	Design Details
Electronic learning network	UNDP-CPRP network	Global reach for SALW messages
UNITAR	Training Programmes for Civilian personnel of UN Peacekeeping Operations	Example - The Special Needs of Women and Children in Conflicts
Senior UNDP Country Office Staff	Resident Representative (RR) Training, Deputy Resident Representative (DRR) Training, Global RR, DRR meetings	Organized by Learning Resource Centre (LRC) of OHR/UNDP
Senior Level UN meetings	UNDP Resident Coordinator's Meeting Rome	Issues incorporated through facilitated discussion
Organization/Institution Building		
Support for Border Control and Community Police	SEESAC Project Brief # 10	"East-West Institute Cross border Police Cooperation Needs Assessment"
Community Police and Border Control Training and Institution Building	OSCE - Balkans	"Police Talking to Police", Regional theme capacity development
Support to NGO/Civil Society projects	UNDP/SaferWorld/Szeged – Balkans	Multi-actor integrated projects with regional themes
Public Awareness Raising	SEESAC proposals to support Regional NGO programmes, project Briefs #18 through #23	Multi-actor integrated projects with regional themes
	Sudanese Women's Voice for Peace	Campaign against arms in public places
	UNDP/Albania SALW Control Project	Teacher and classroom training
SALW newsletter	"SALW in One Week" UNDP Albania	Update, chronology of project activities
Media Awareness	WorldBank "Lifeline Media"; DFID "Working with the Media in Conflicts.."	Apply to curriculum development and learning events
Regional Measures to Harmonize National Legislation	EU's post conflict reconstruction programme in Cambodia	SALW legislation harmonization and public awareness raising
	ICRC's Campaign on International Humanitarian Law	Integrating respect for International Humanitarian Law into national decision making on transfer of arms and ammunition
Organizational Arrangements and Accreditation		
Secretariat for Capacity Development	UNDP BCPR's Disaster Management Training Programme (DMTP)	Three staff plus consultants, materials development; workshops and distance learning
Steering Committee and Working Groups for SALW control	Security Sector - SALW Programme Kosovo	Coordination mechanisms include donors, police, KFOR; Working Group includes civil society groups, UN and municipalities
Training for Civil Society Groups	UNLiREC, Lima, Peru	Regional NGO training (rolling courses); currently surveying 1300 NGOs to coordinate approach
Accreditation	University of Wisconsin Disaster Management Training Programme	Continuing education credits, certificates
	Cranfield Mine Action	Transferable credits

Annex 4

Selecting Capacity Development Providers Model

UNDP will employ the following general criteria for the selection of consultants/NGOs to undertake curriculum and workshop development and/or implementation of other capacity development activities:

1. **Experience in small arms and related areas** – Although experience in capacity development across many disciplines is useful, some experience in SALW, mine action or security sector reform is very useful and will help to reduce the learning curve.
2. **Quality and availability of a dedicated manager and trainers** – Special care should be taken to secure services of a dedicated capacity development advisor and trainers who will continue to refine and develop their presentations and approaches. Dedicated personnel will help to keep quality at a high level and ensure responsiveness to changing needs in the domain of SALW.
3. **Institutional capacity for providing facilities** – The capacity development provider should have access to or be experienced in the selection and management of the facilities needed to accommodate learning events. These would include, as appropriate, multi-language translation capability, room and board, transport, library facilities, etc.
4. **Provision of accreditation and/or certificates** – Accreditation in the form of continuing education credits or certificates is critical for professional development and adds value to learning events in any form. Capacity development providers should ensure that credit is given in some form for successful completion of training or participation in other events.
5. **A track record on taking into account human resource development needs** –The capacity development provider must give attention to the participants’ organizational environment highlighting enabling factors and addressing constraints. Further, individual personal and professional development goals should be considered in participant selection and design of learning events.
6. **Use of methodology that reflects best practice** – The capacity development provider should demonstrate willingness and ability to draw in issues in the ongoing debate and continually incorporate lessons learned and best practices. This willingness can be demonstrated by the choice of topics in curriculum and workshops or roundtables, the selection of balanced perspectives among trainers and facilitators, and the use of up-to-date learning materials and methods.
7. **Evaluation and follow-up of previous training events and trainees** – The capacity development provider should be able to demonstrate ability and willingness to conduct ex-post evaluations periodically after learning events and to follow-up with participants through networking and other communications.

Annex 5

Small Arms and Demobilization Unit 2003 Work plan Excerpt

SMALL ARMS AND DEMOBILIZATION UNIT GOAL: To reduce the incidence and potential for armed violence

Objective 2: Increased capacity on small arms and light weapons reduction and DDR to address armed violence
Output 2.1: Global capacity development programme developed and implemented
<p>Activity 2.1.1: Develop a global capacity development plan with agreed partnerships, develop implementation modalities, partnerships and external buy-in.</p> <p>Activity 2.1.2: Support the development of national and regional strategies/frameworks and action plans (2-3 in 2003)</p> <p>Activity 2.1.3: Establish a roster of experts for international, regional, national and NGO use to increase access to technical expertise.</p> <p>Activity 2.1.4: Establish repository of DDR, Small Arms Reduction, capacity building tools, documentation and information.</p>
Output 2.2: Increase number of operational staff trained and structures strengthened
<p>Activity 2.2.1: Design and implement a conceptual and hands-on training programme for UNDP Country Offices, key counterparts and Senior and Mid-level Programme Staff.</p> <p>Activity 2.2.2: Provide guidance, including operations guidelines, to senior staff (RR/DRR etc.), VDA, JPO, LEAD, and UNV, training workshops, regional meetings, and other fora.</p> <p>Activity 2.2.4: Develop a plan of on-the-job training for prospective DDR program managers through on-site briefings at existing DDR projects, and implement short-term staff exchange mechanisms between parallel programs (both UNDP and partner-run).</p> <p>Activity 2.2.5: Establishment of an internal UNDP Small Arms technical and information sharing network for experts, managers and field project staff. (group list).</p>
Output 2.3: Capacity built within 3 regional organizations and 5-10 national governments
<p>Activity 2.3.1: Develop a standardized training package for various target groups.</p> <p>Activity 2.3.2: Participate in the training and capacity development of international organization staff, including UN agencies, IFIs, and the UN Secretariat.</p> <p>Activity 2.3.3: Training of key regional organization staff, including through participatory exercises with UNDP (3 organizations per year).</p>
<p>Activity 2.3.4: Establish a standing training programme within existing institutes to train trainers in 2-3 regions per year.</p> <p>Activity 2.3.5: Establish an institutional support programme for focal points/national commissions in affected countries.</p> <p>Activity 2.3.6: Establish a programme to assist countries in their reporting on their implementation of the UN Programme of Action.</p>
Output 2.4 Strengthened capacity of civil society groups and organisations to engage in SALW and DDR initiatives.
<p>Activity 2.4.1 Contribute to the development, testing and dissemination of community training materials and tools.</p> <p>Activity 2.4.2: Establish local capacities for data collection and monitoring to increase participation and input into programme monitoring and evaluation in 2 key countries.</p> <p>Activity 2.4.3: Support pilot media training in 2 countries on DDR, Arms Reduction and wider conflict prevention issues (in cooperation with other relevant parts of BCPR).</p>