FOREWORD

DDG has an ambition to be positioned among the top 5 organisations implementing Armed Violence Reduction (AVR) activities worldwide. We strive to be innovative, adaptable and responsive to people’s needs in an efficient and effective manner. We want to help protect even more people from the threats of mines, unexploded ordnance, small arms and light weapons, armed violence and conflict. To fulfil this ambition we continuously develop our approaches and adopt new ideas – encompassed in this AVR framework – in order to ensure consistency and a high level of quality in our work.

The primary aim of this document is to provide a coherent framework for the planning, implementation, monitoring and evaluation of all DDG’s AVR operations, while allowing for local variations. Additionally, the framework will serve as a key policy tool for the conceptualisation and design of new AVR initiatives.

The framework builds upon the practical experiences gained from DDG’s AVR programmes in Liberia, Somalia, Somaliland, South Sudan, Uganda and Yemen, while drawing inspiration from established international standards and analytical tools. Systematic use of this framework streamlines the design and management of DDG’s AVR assistance.

As part of DDG’s policy for transparency, along with a commitment to the exchange and dissemination of information, the DDG AVR framework is made free to use for anyone interested. We hope our partners, fellow colleagues, friends and new visitors to our organisation around the world can make use of it, be inspired, and find help to proceed with the daily work for which they are responsible.

It is important to note that the framework is a “living” document which will be regularly updated to accommodate new developments and experiences.

Version 3.1
April 2013
CONTENTS

1 INTRODUCTION 2
1.1 THE GLOBAL BURDEN OF ARMED VIOLENCE 2
1.2 THE RATIONALE FOR ARMED VIOLENCE REDUCTION 3

2 THE ARMED VIOLENCE LENS 4
2.1 ASSISTANCE LEVELS 5

3 AVR SUB-SECTORS 9
3.1 CAPACITY BUILDING OF GOVERNMENT AND CIVIL SOCIETY 9
3.2 SUPPORT TO SECURITY PROVIDERS 10
3.3 SMALL ARMS MANAGEMENT 10
3.4 MINE ACTION 11
3.5 CONFLICT PREVENTION 11
3.6 OTHER AVR RELATED WORK 11

4 THEORY OF CHANGE 13
4.1 PRE-CONDITIONS AND DRIVERS FOR CHANGE 14

5 AVR AND DEVELOPMENT 16

6 ENTRY AND EXIT CRITERIA 18
6.1 ENTRY CRITERIA 18
6.2 EXIT CRITERIA AND STRATEGY 18

7 OPERATING PRINCIPLES 20
1. INTRODUCTION

1.1 THE GLOBAL BURDEN OF ARMED VIOLENCE

According to the Geneva Declaration Secretariat, at least 526,000 people die each year as a direct result of armed violence. In addition, hundreds of thousands of people die of non-violent causes directly resulting from armed violence. The cost incurred by homicidal violence is estimated at between 95 and 163 billion USD each year and developing countries spend an average of 10-15 per cent of their GDP on law enforcement.

With the Geneva Declaration on Armed Violence and Development (2006) and the Oslo Commitments (2010), the international community has acknowledged that armed violence and conflict impede the realisation of the Millennium Development Goals by breeding insecurity and fear, and destroying lives and livelihoods. The impact of armed violence is diverse and includes displacement; burdening health services; weakening the rule of law; imposing enormous costs on states, communities and individuals; closing schools, emptying markets; destroying families; preventing humanitarian assistance from reaching people in need; and permanently threatening the respect of human rights.

DDG’s definition of armed violence

The intended, unintended or threatened use of weapons to cause injury, death or psychological harm which undermines development

Inspired by OECD (2009) p 21. Italics denote DDG’s addition to OECD’s definition

Three points must be made on this definition:

1. Accidental discharge of firearms, as well as accidents with mines and unexploded ordnance (UXO), are important elements to tackle when addressing the threat of mines, UXO and small arms and light weapons (ref. DDG’s mandate stated in the next section). Although the violence may not have been intentionally committed by an identified actor, DDG still considers this armed violence. The definition therefore broadens the understanding of armed violence to include intended, unintended and threatened use of weapons.

2. The type of weapons DDG, as per its mandate, primarily is concerned with are small arms and light weapons, and explosive weapons (i.e. mines and UXO).

3. The definition broadens the understanding of armed violence beyond conflict alone to include situations of violent crime and inter-communal and interpersonal violence.

Although each situation of armed violence features its own combination of drivers, some of the most significant risk factors for violence include social, political and economic exclusion; lack of employment opportunities; weak or problematic governance; resource scarcity and competition; rapid and unregulated urbanisation; unequal gender relations; sharp economic shocks; natural and human induced disasters; easy access to alcohol or narcotics; and easy access to small arms and light weapons (availability, presence in the home, and improper storage).

---

While armed violence is often restricted to specific geographical areas of a region, country or municipality, it can also frequently exhibit transnational dimensions in terms of illicit arms trade, massive displacement and transnational criminal networks. Armed violence can rapidly spread across territorial borders via clashes between rival pastoralist groups, criminal groups trafficking arms from country to country, and/or the displacement of entire groups of people within or across borders.

With these key features in mind, it is clear that a comprehensive approach is necessary to address armed violence in a sustainable manner. DDG advocates a multi-sector and multi-level approach to AVR while emphasising a bottom-up focus on the security and safety needs, and perceptions, of the people, communities and societies impacted by armed violence. Recognising that the factors which make people unsafe are often a combination of safety and development issues, DDG subscribes to a coordinated approach and seeks to engage with a wide range of humanitarian, safety and development actors throughout its programming.

1.2 THE RATIONALE FOR ARMED VIOLENCE REDUCTION

DDG’s mission is “to recreate a safe environment where people can live without the threat of Landmines, Unexploded Ordnance (UXO) and Small Arms and Light Weapons (SALW)”. The basis for DDG’s work is that everyone has the right to life, safety and security of person. Thus, everyone has the right to a life free from (the fear of) the actual and threatened use of, as well as intentional and unintentional damage from, mines, UXO and SALW. DDG has expanded its activities from traditional mine action to include broader AVR initiatives, focusing thereby not only on destroying the instruments used for violence, but also on affecting positive change in the people committing violence and the wider institutional and cultural environments that enable and/or protect against violence.

A range of other rights are dependent on the fundamental right to life, safety and security of person. DDG’s AVR assistance aims to ensure that this right is respected, protected and fulfilled.

DDG’s work towards this objective is rights-based, meaning that we are guided by a commitment to respect, protect and fulfil people’s right to life, safety and security of person. The needs we see on the ground have often arisen as a consequence of this right being violated, or at least not fulfilled.

DDG believes that all human beings have the right to free and meaningful participation, but that they also have individual and collective responsibility for promoting their own development and safety. Our work is therefore based on the involvement of beneficiaries in the analysis, prioritisation and decision making of which issues should be addressed, how, and when. Thus our assistance is driven by local populations’, communities’ and societies’ priorities, and not just by what is externally deemed to be their rights and needs. Involving beneficiaries throughout the project process also helps ensure the sustainable impact of our assistance.

4 DDG understands conflict affected populations in this context to be people from the following three types of conflict affected areas:
- Areas with existing low-level conflicts and armed violence
- Societies suffering from high proliferation of weapons and normalised violence, and a risk of return to open conflict
- Areas suffering from spill-over effects from armed conflicts in their proximity
2. THE ARMED VIOLENCE LENS

DDG’s AVR framework is based on the OECD “armed violence lens”. This lens captures all the elements and levels that shape armed violence patterns, namely the people affected by armed violence, the agents of violence, the instruments used for violence, and the wider institutional/cultural environment that enables and/or protects against violence.

![Diagram of the armed violence lens](image)

---

**People**

DDG has a bottom-up focus on the safety needs and perceptions of the individuals, communities and societies impacted by armed violence. All programming is therefore designed with a firm focus on people.

**Agents**

DDG uncovers the motives for armed violence; engages with perpetrators of, and accomplices to, armed violence; and seeks to address factors that fuel the demand for weapons and existing patterns of violence.

**Instruments**

DDG addresses the accessibility and availability of small arms and light weapons and explosive remnants of war.

**Institutions**

DDG works to positively impact formal institutions and informal cultural norms, rules, policies, legal frameworks and practices that can enable or protect against violence.

By addressing all of these elements, DDG ensures a comprehensive approach to armed violence reduction.
2.1 ASSISTANCE LEVELS

As illustrated in the armed violence lens, the elements of armed violence can and should be addressed on several levels. DDG operates at community, local, national, regional and global levels in order to ensure maximum impact of our work. This section briefly outlines DDG’s approach to assistance on each of these levels, with graphic examples provided at selected levels for illustration.

Community level

Addressing conditions and risk factors that can result in armed violence and conflict at grassroots level is essential in order to create a foundation for sustainable peace. DDG aims at enhancing community level capacities for preventing and resolving behaviour that contributes to violent conflict in conflict affected areas. This strengthens local resilience and conflict management mechanisms that create or reinforce emerging “pockets of stability”.

At a community level, DDG’s AVR work primarily aims to create behavioural change and – based on a community safety approach which emphasises participatory visioning, planning and implementation – focuses on bringing members of a community together to identify and develop solutions to their safety needs. The purpose is to not only improve the immediate safety situation, but also to strengthen the target communities’ capacity to resist pressures and prevent and change behaviour that contributes to violent conflict. A differentiated approach with responses tailored to meet the challenges of each individual context is necessary. In order to achieve maximum impact, DDG’s community safety projects are usually constructed so that they address all dimensions encompassed by the armed violence lens.

Figure 2: Example of community level AVR project - Community Safety in Somaliland
Local level

As armed conflicts are often caused by disagreements about, or competition for, resources or political power between neighbouring communities, it is essential to also work on a slightly higher level than just that of ‘community’ to create a foundation for lasting peace and development. DDG believes that the strengthening of local governance structures – i.e. local level duty bearers – to become more responsive to community safety needs must go hand in hand with community empowerment.

At a local level, DDG's AVR work primarily aims to create structural change by enabling local governance structures to be more responsive and capable of delivering good safety and security services. This can include supporting existing structures or developing mechanisms to further inter-communal collaboration and enhance the capacity for directly influencing official policy at district, county or similar levels.

For instance, in Karamoja in Uganda, DDG supports the formation of safety committees at the local level. These committees coordinate with the local government security structures on a range of security related issues. The committees enhance communication between the communities and the existing security structures by providing much needed feedback from the communities, hence prompting a better response to the needs of the population by the duty bearers.

National level

Addressing armed violence at a national level is important for generating widespread understanding of the problem and the response; for implementing strategies, policies or laws; and for creating an enabling environment for local level peace building and AVR initiatives. Furthermore, engaging with duty-bearers at a national level on attitudes and behaviour is essential in order to reduce violence in the long term.

At a national level, DDG’s AVR work primarily aims to create policy, process and institutional change. We seek to support national structures and institutions with finding sustainable solutions to armed violence that enable economic and social development; to contribute to active coordination between humanitarian, development and safety and security actors; to participate in policy dialogues; and to provide assistance within our areas of competency. More specifically, DDG works as an advisory partner to national governments, lending our expertise in AVR to build capacity; establish and implement structures and policies; deal with the consequences of armed conflicts; and prevent new ones from breaking out. DDG is also committed to enhancing and improving the coordination and effectiveness of international support to countries emerging from conflict. We work with international partners to ensure their development and humanitarian programmes are conflict sensitive, and provide technical assistance to their in-country programmes. We also actively engage in and support national coordination forums to enhance national reconstruction and recovery efforts.

---

5 By local level DDG understands the lowest (government) administrative level, typically district or county
Regional level

As the causes and consequences of conflict and armed violence tend to transcend boundaries, frontlines and borders, so should the search for solutions. Initiatives at local and national levels often benefit from being addressed at a regional level as well. Seeing as conflict affected areas are often affected by trans-border issues, implementation should be conceived, implemented and coordinated within a framework that addresses root causes and needs across borders and boundaries.

DDG takes a regionalised approach, by basing project design and implementation on a regional analysis, in order to ensure that activities are shaped with concern for the wider context and conflict in question. Furthermore, DDG selects strategically important target communities and societies that have been affected by a conflict but have a genuine potential for localised stabilisation and recovery or where immediate prospect for stabilisation is less certain but the area has traditionally been perceived as critical for regional stability. Thus, by bolstering certain pockets of (emerging) stability, DDG seeks not only to prevent escalation of violent conflicts in these areas but also to have a positive spill-over effect on the remainder of the conflict affected area. Finally, DDG seeks to utilise its position in the abovementioned local “pockets of stability” to help create a foundation for co-ordinated cross-border action, and establish a dialogue among relevant actors to better understand the regional dimensions of armed violence. Specific activities at regional level could include support to regional institutions, and initiatives for peace building, small arms control, or similar.

An example of DDG’s regionalised approach can be found in the Horn of Africa where DDG has used its position in, and experience from, various parts of Somalia to help create a foundation for co-ordinated action and regional dialogue by contributing actively to a UNDP-led initiative to develop a Community Safety Framework for all of Somalia. Aimed at creating a harmonised practitioner’s approach to community safety, such a framework improves the capacity of Somali communities and authorities to reduce and manage conflict and violence sustainably.
Global level

DDG recognises that armed violence is a major obstacle to global development and believes that AVR should be made a central focus of national and international policy making, humanitarian action, and development cooperation. It is important for the international community to work together in delivering effective policy, programming and advice on AVR, as well as on mine action efforts, to curb the uncontrolled proliferation and misuse of small arms and light weapons.

At a global level, DDG actively engages in the development of internationally accepted and validated standards that will provide comprehensive guidance to practitioners and policymakers on fundamental aspects of armed violence reduction. Furthermore, DDG supports efforts towards increased recognition of armed violence as a humanitarian and development issue that needs to be analysed and addressed through new laws and policies and tangible action.

Figure 4: Examples of DDG’s global level AVR and mine action efforts
3. AVR SUB-SECTORS

In its AVR work DDG operates within five sub-sectors:

1. **Capacity Building of Government and Civil Society**
2. **Support to Security Providers**
3. **Small Arms Management**
4. **Mine Action**
5. **Conflict Prevention and Management**

Figure 5 provides an overview of activities from DDG’s AVR work in Côte d’Ivoire, Kenya, Liberia, Libya, Somalia, Somaliland, South Sudan, Uganda and Yemen. It illustrates how the sub-sectors on an overall level relate to the armed violence lens. It must be stressed though, that projects within one sub-sector can target all three elements of the lens. A small arms control project, for example, can target institutions (e.g. training of police; development of legislation, policies and guidelines) and agents (e.g. firearms safety education for firearm owners), as well as the tools themselves (e.g. collection and destruction of weapons; safe storage).

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Instruments</th>
<th>Agents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capacity Building of Government and Civil Society</strong></td>
<td><strong>Support to Security Providers</strong></td>
<td><strong>Conflict Prevention and Management</strong></td>
</tr>
<tr>
<td>Legislation</td>
<td>Community-Police Dialogue</td>
<td>Mine Clearance</td>
</tr>
<tr>
<td>Policy Guidelines</td>
<td>Support to Police Outreach</td>
<td>Battle Area Clearance</td>
</tr>
<tr>
<td>Early Warning</td>
<td>Military Accountability Measures</td>
<td>Explosive Ordnance Disposal</td>
</tr>
<tr>
<td>Community &amp; District Safety Plans</td>
<td>Guidelines &amp; Reporting Systems</td>
<td>Stockpile Destruction</td>
</tr>
<tr>
<td>Support &amp; Training</td>
<td>Training</td>
<td>Risk Education</td>
</tr>
<tr>
<td>Advise &amp; Consultancy</td>
<td>Advocacy</td>
<td>Surveys</td>
</tr>
<tr>
<td>Accountability Mechanisms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Micro Grants for Peace Building Initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Small Arms Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weapons &amp; Ammunition Management</td>
<td>Mine Clearance</td>
<td></td>
</tr>
<tr>
<td>ISACS Advisory</td>
<td>Battle Area Clearance</td>
<td></td>
</tr>
<tr>
<td>Risk &amp; Safety Education</td>
<td>Explosive Ordnance Disposal</td>
<td></td>
</tr>
<tr>
<td>Awareness Raising Campaigns</td>
<td>Stockpile Destruction</td>
<td></td>
</tr>
<tr>
<td>Safe Storage</td>
<td>Risk Education</td>
<td></td>
</tr>
<tr>
<td>Weapons Tracing</td>
<td>Surveys</td>
<td></td>
</tr>
<tr>
<td>Marking &amp; Registration Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mine Action</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mine Clearance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Battle Area Clearance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Explosive Ordnance Disposal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stockpile Destruction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Risk Education</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surveys</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Capacity Building of Mine Action Authorities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advocacy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Conflict Prevention and Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict Management Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mitigation Strategies &amp; Mechanisms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support to Conflict Resolution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict Analysis &amp; Mapping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict Sensitivity Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peace Meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 5: Examples of DDG’s AVR work within the five sub-sectors

3.1 CAPACITY BUILDING OF GOVERNMENT AND CIVIL SOCIETY

DDG acknowledges that individuals, communities and societies have significant influence on their safety and development, as well as on their resources. We treat people as assets and partners in the project processes, building on their own institutions and resources to enable them to take responsibility for improving their situation. The aim is for people to eventually be able to claim and enjoy their right to life, safety and security of person. At the same time, we recognize that duty-bearers at all levels have duties and responsibilities, and we simultaneously support and put pressure on them to ensure that they do in fact take up their obligations.
DDG therefore works to strengthen and build institutions as a basis for good governance and stability at community, local and national levels. Through community and local level safety projects individuals and communities are brought together to identify, develop and implement solutions to their safety needs. DDG seeks to help conflict-affected people to mobilise and develop their capacity for solving problems through support to “learning by doing”, awareness raising, training, education, and technical assistance. By giving a voice to communities (rights-holders), DDG supports them in their effort to hold service providers, local governments and central governments accountable for responding to local needs. At a national level, DDG also works to strengthen the capacity of government institutions to improve safety, reduce risk of armed violence, and deliver safety related services to their population.

Acknowledging that formal institutions of governance are often weak in conflict affected societies, DDG’s approach to capacity building of local institutions also includes informal traditional and cultural institutions.

3.2 SUPPORT TO SECURITY PROVIDERS

DDG believes that every human being has the right to protection from harm. We acknowledge that formal security providers (police and military) in post-conflict societies have often been weakened in their role and responsibility as guarantors of law and order, and that they, in some cases, may even have been among the main perpetrators of violence. We therefore seek to improve the population’s capacity for voicing their needs and claiming their rights to protection from harm, as well as enable formal security providers to be more responsive to the population and, as a result, better fulfil their responsibilities.

In order to improve protection, DDG works to strengthen relationships between security providers and the people they are meant to serve through advocacy activities, the establishment of community-police dialogue, and partnership mechanisms. By facilitating regular forums for dialogue between community members and security providers, these mechanisms have been highly successful in improving communication and cooperation between the groups. Additional work with security providers – military as well as police – includes provision of training in risk education, small arms management, firearms safety, and conflict management, among other activities.

DDG’s work with security providers does not build paralegal structures. We work to support Security Sector Reform (SSR) and to enable formal security providers to provide appropriate, accountable, rights-respecting and equitable services to the specific population, not for the population to fulfil what should be the tasks of formal state structures.

3.3 SMALL ARMS MANAGEMENT

DDG acknowledges that unregulated small arms and light weapons (SALW) can serve as a major risk factor; they can act as a trigger, turning a non-violent situation into a lethal encounter. With an estimated 75% of the world’s firearms in the hands and houses of civilians, who are often untrained in the safe handling of weapons, SALW pose a great safety risk to the world’s population. Former UN Secretary General Kofi Annan’s branding of them as “weapons of mass destruction in slow motion,” serves as an appropriate description of the severe consequences of the proliferation of SALW.

To combat the risks associated with the widespread proliferation of small arms and light weapons, and to foster a wider ethos of responsibility, DDG works with individuals and communities to: Increase awareness of the dangers of small arms; encourage safe behaviour when handling firearms; promote safe storage of weapons; restrict accessibility for children; and prevent accidents. DDG also works at a national level to assist governments and international bodies with improved weapons management and small arms control through, for example, marking, tracing and registration processes.
3.4 MINE ACTION

DDG's mission to create an environment free from the threat of landmines and unexploded ordnance emphasises the importance of local ownership and the participation of communities at risk. We include those affected by explosive remnants of war in the planning and implementation of activities in order to ensure maximum benefit and transparency. At the same time, capacity building is an essential feature in all of our operations in order to support and sustain the national capacity to be better equipped to address the residual problems created by landmines and unexploded ordnance.

Through cooperation with community members and national institutions, DDG continues to remove and destroy mines and other explosive remnants of war in order to reduce accidents and prevent their future use as tools of violence. In addition to active search and demolition operations, DDG provides mine risk education to community members to impart safe behaviour in potentially hazardous areas. To maximize the benefits for local populations of released land, DDG collaborates with its parent organisation, Danish Refugee Council (DRC), and livelihood focused organisations whenever possible.

3.5 CONFLICT PREVENTION AND MANAGEMENT

DDG believes that the process of building a safe society to a large extent depends on the involvement of the people forming that very same society. The work to improve safety must be based on empowering people through non-violent conflict management and consensus building while simultaneously building on existing mechanisms for dispute resolution.

DDG’s conflict management and mitigation work therefore aims to effect a change in mind-set in beneficiaries, who often have a reactive attitude, and changing it to a proactive attitude, where people themselves begin to take responsibility for preventing and managing conflicts constructively – from community to national level. DDG seeks to build capacity for conflict management within a wider spectrum of society, so as to increase the capacity of duty-bearers to be able to take up their obligations, and also that of women and other under-represented groups to build consensus, manage small-scale interpersonal conflicts and increasingly claim their rights and representation in dispute resolution within their local context.

In insecure environments the design and implementation of assistance must be based on a thorough analysis of local conflict dynamics in order to ensure that the assistance “does no harm” while making a positive contribution to peace building. DDG offers technical assistance on conflict analysis and conflict sensitivity to national and international agencies, and publishes extensive research on armed violence and conflict mapping in our target areas.

3.6 OTHER AVR RELATED WORK

The five sub-sectors, mentioned at the start of this chapter, set out the frame for how DDG supports efforts to reduce armed violence. They are the sub-sectors which we have deemed most relevant to fulfilling our mission of recreating a safe environment where people can live without the threat of Landmines, Unexploded Ordnance and Small Arms and Light Weapons. However, in order to reduce armed violence and improve safety for local populations, a whole range of other activities can be highly relevant too, including infrastructure rehabilitation (street lights, roads, police outposts to curb criminal activities, etc.); work on improved justice provision (legal counseling, human rights trainings, mobile court systems, etc.); psycho-social support to victims of violence; and/or work to address sexual and gender based violence.

Generally, DDG does not directly implement activities that fall outside of the five sub-sectors. Instead we seek to establish cooperation with DRC, or other relevant organisations and institutions (including local communities and governance structures), to address needs which conflict-affected people have identified as essential in order to improve safety. Different modalities exist for this type of cooperation, including funding communities, local governance structures, or other organisations to implement such activities; establishing a partnership with others; or simply overlapping target areas with relevant organisations.
Under some circumstances it may be necessary to address issues that fall outside of the five sub-sectors in order to successfully reduce armed violence in a target area. This could be the case, for example, when DDG is implementing a community level AVR project in an area where sexual violence is widespread and often results in larger armed tribal clashes. If other actors are not able to address such issues adequately DDG may consider ways to address them directly, with due respect to its mission and the AVR framework.
4. THEORY OF CHANGE

Although specific theories of change are developed for individual DDG AVR projects and programmes, figure 6 outlines the overall theory of change guiding DDG’s AVR work within the five sub-sectors, and on the various assistance levels. As explained in the previous section, DDG’s community level work primarily aims at creating behavioural change in communities; the local level work aims at creating structural change; and the efforts at national, regional and global levels aim at creating policy, process and institutional change.

<table>
<thead>
<tr>
<th>If we...</th>
<th>Then we contribute to...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct research activities and support development of standards and policies</td>
<td>Better informed international decision making processes and increased global focus on AVR</td>
</tr>
<tr>
<td>Support cross-border police cooperation</td>
<td>Improved border control</td>
</tr>
<tr>
<td>Support regional small arms initiatives and institutions</td>
<td>Streamlined and higher quality national small arms initiatives</td>
</tr>
<tr>
<td>Support continued development of international mine action standards</td>
<td>Higher quality mine action implementation</td>
</tr>
<tr>
<td>Conduct cross-border conflict analysis and mitigation</td>
<td>Improved conflict prevention</td>
</tr>
<tr>
<td>Support security sector reform and legislation/policy reviews</td>
<td>Stronger safety and security related legislation and policies</td>
</tr>
<tr>
<td>Support development of national strategies for building a professional police force</td>
<td>A responsive, sensitive, accountable and sufficient police force</td>
</tr>
<tr>
<td>Build capacity for small arms control</td>
<td>Stronger national small arms control</td>
</tr>
<tr>
<td>Capacity build mine action authorities</td>
<td>Improved national mine action capacity</td>
</tr>
<tr>
<td>Advice on conflict sensitivity in programming and service delivery</td>
<td>Conflict sensitive programming and service delivery</td>
</tr>
<tr>
<td>Engage local governance structures to respond to community needs</td>
<td>More responsive and (down-stream) accountable local authorities</td>
</tr>
<tr>
<td>Support police outreach and responsiveness</td>
<td>Improved security provision</td>
</tr>
<tr>
<td>Improve local level small arms management and control</td>
<td>Reduced prevalence of unregulated small arms</td>
</tr>
<tr>
<td>Enhance local capacity for awareness raising and reporting on ERW</td>
<td>Reduced number of ERW-related incidents</td>
</tr>
<tr>
<td>Support cross-community conflict resolution &amp; peace building initiatives</td>
<td>Fewer inter-communal conflicts</td>
</tr>
<tr>
<td>Empower communities to take action to improve their own safety and development</td>
<td>Stronger community engagement in development and safety enhancement activities</td>
</tr>
<tr>
<td>Improve community relationships with local security providers</td>
<td>Improved security provision</td>
</tr>
<tr>
<td>Improve attitudes and practices with regards to small arms</td>
<td>Reduced number of small arms-related incidents (shootings, accidents, threats, theft)</td>
</tr>
<tr>
<td>Remove physical threats from ERW</td>
<td>Reduced number of ERW related incidents (accidents and tampering)</td>
</tr>
<tr>
<td>Enhance non-violent conflict management capacity</td>
<td>Fewer conflicts and less armed violence</td>
</tr>
</tbody>
</table>

* Typically the lowest level of administrative authority, e.g. district or county
4.1 PRE-CONDITIONS AND DRIVERS FOR CHANGE

Armed violence reduction is all about creating change. In order to design projects able to do that, it is necessary to understand both the pre-conditions and the drivers required for change. DDG operates with the assumption that, in order to achieve change, there must be:

- **Realisation of the need for change:** A prerequisite for any sort of change to happen is a realisation among the target population, communities or societies that there is a need for change. If the population is content with status quo, no change will happen.

- **Willingness to risk change:** To take a risk is to step into the unknown without any guarantee of success. For many people and institutions in conflict affected areas violence is known – it has even become normalised – and peace is a mystery. Willingness among the target group – be it individuals, communities or governments – to risk change, as well as willingness to put in the effort to achieve it, is essential for creating successful and sustainable change.

- **Ownership of the change process:** Externally imposed change processes have empirically proven unlikely to succeed. When people or institutions feel that they are the owners of their own change process the starting point and mind-set is in the right place for change to happen.

- **Probability of success:** Without at least a certain amount of probability – although not necessarily any guarantee – of success, people or institutions are not likely to be willing to venture into a change process. Thus, resources must be available; there must be some opportunities in the environment.

Prior to commencing an AVR project DDG carries out an analysis of whether these pre-conditions exist and, if they do not, DDG seeks to create them in cooperation with target beneficiaries. This applies to all projects at community, local and national levels, and regardless of whether we work with duty-bearers or rights-holders.

DDG also operates with some basic assumptions on drivers for behavioural change:

- **Relational platforms:** Relationships form the context in which violence happens and also generate the energy that enables people to transcend violence. As people acknowledge their relational interdependency and recognise themselves as part of a pattern, they may be able to envision a wider set of relationships and take personal responsibility for their own choices and behaviour. It is DDG’s assumption that a driver for change is constructive engagement of people through relational platforms, which generate processes that may ultimately be able to transform the relationships that lie at the root of conflict and violence.

- **Knowledge and skills:** Enhanced skills levels and increased knowledge have long been acknowledged as key drivers for change, albeit often having been proven to be most effective when not implemented as stand-alone interventions. The more educated and informed people are, the stronger the basis they have for responsible decision-making. It is therefore DDG’s assumption that a strong driver for change is education, training and capacity building of people and institutions.

- **Leaders setting a good example:** Change is often easier when people can follow in the footsteps of others. It is DDG’s assumption that esteemed institutions or people – be it a neighbouring state or a prominent community leader – paving the way by advocating and embracing change, can act as important drivers for change.

- **Presence of enabling factors:** As mentioned under the preconditions for change, there must be a certain amount of resources and opportunities available to successfully generate change. DDG assumes that the presence of enabling factors that make the change process easier is another strong driver for change – such as gun locks when seeking to effect more responsible behavior around firearms.

---

Figure 7 summarises the above while also illustrating types of activities applied by DDG to affect change according to each assumption/driver. More specifically, the activity types can be categorised into two overall categories:

1. Long term activities aimed at changing behaviour, institutions, structures, policies and processes. Depending on the level of intervention they could be: Participatory visioning, planning & implementation; spaces for dialogue, communication and accountability; education, training and capacity building; and advocacy

2. Quick impact activities aimed at making change easy (i.e. simple practical measures)

In order to achieve maximum impact, DDG’s AVR work is designed to address all the pre-conditions for change and include as many types of activities as appropriate for the different contexts, intervention levels and projects.
5. AVR AND DEVELOPMENT

Successful armed violence reduction must not only address the elements of violence as per the AV lens (i.e. the instruments, agents and institutions) but also the underlying structural factors serving as key drivers of violence (e.g. social, political and economic inequalities; scarcity of resources; and lack of livelihoods).

Figure 8: DDG, DRC and the elements and drivers of violence

DDG activities
- addressing directly the elements of armed violence

DRC activities
- addressing the drivers of armed violence

Institutions
- Legislation and policy
- Capacity building
- Conflict sensitivity training
- Community - police dialogue
- Community and district safety plans
- Police training
- Micro grants
- Early warning
- Advocacy

People
- Individuals, communities and societies affected by armed violence

Instruments
- Mine clearance
- Safe storage facilities
- Explosive ordnance disposal
- Marking and registration of firearms
- Weapons and ammunition management
- Ammunition tracing
- Stockpile destruction
- Battle area clearance
- Surveys and mapping

Agents
- Conflict management education
- Risk and safety education
- Advocacy campaigns
- Conflict analysis and mapping
- Support to conflict resolution
- Conflict mitigation strategies & mechanisms

Shelter & non-food items
- WASH (Water, Sanitation, Health)
- Community infrastructure & services
- Coordination and operational services
- Food security
- Income generation
- Protection
- Education

Figure 8: DDG, DRC and the elements and drivers of violence
DDG and DRC are – as two sides of one organisation – uniquely positioned to deliver comprehensive responses that address both safety and development. As illustrated in figure 8, DDG can offer services dealing with elements of violence such as conflict mitigation, small arms management, explosive ordnance disposal, and community-police dialogue, while DRC can offer services dealing with structural factors driving violence by addressing issues such as livelihoods and access to clean water. Whenever feasible, DDG and DRC combine programmes and collaborate in order to maximise the impact for our beneficiaries.

Such collaboration can take several forms and be carried out at several levels. Some of the main modalities are:

- Overlapping target areas
- Joint projects with different responsibilities at different times, e.g. community driven safety and development projects with joint community visioning and planning processes but separate implementation processes
- Joint projects with DRC as lead, e.g. streamlining AVR through community driven development projects
- Joint projects with DDG as lead, e.g. streamlining livelihoods activities through AVR projects
- Outsourcing (funding) of socio-economic development activities or protection work to DRC
6. ENTRY AND EXIT CRITERIA

This section outlines the general principles for establishing and ending a DDG presence for AVR assistance. Selection of, and exit from, project target areas follow similar criteria and strategies as outlined here, but are made project specific and more detailed.

6.1 ENTRY CRITERIA

DDG’s mission and DDG’s AVR objective provide the overall framework for decisions on whether or not to initiate assistance in a given area. DDG can consider establishing a presence whenever it can contribute to ensuring the respect, protection and fulfilment of the right to life, safety and security of person for conflict-affected populations, by addressing the threats posed by armed violence, mines, unexploded ordnance and small arms & light weapons.

Specific entry criteria, in accordance with DRC’s general assistance policy, are:

- Potential to utilise DDG’s core competencies in a manner that adds value to assistance provision as a whole (e.g. through acting in a complimentary manner with other organisations and through developing modes of assistance that have general applicability within the given context). Also important in this regard is the presence and availability of alternative actors and perceived gaps in their assistance.

- Needs are of sufficient quantity to warrant the costs of setting up and developing an operational presence.

- Considerations of whether a strong basis exists for a cross-border approach to analysis, strategy development, implementation, management, and networking (this refers to the regional analysis level and while it is not an absolute, it may affect decisions).

These criteria will be used whenever it is contemplated to start activities in a new area. This is also the case when direct requests are received from donors or UN organisations (although the nature of such requests will be an important additional factor in the decision-making process).

To ensure maximum impact of assistance, and adherence to DRC’s overall mandate, DDG focuses its AVR programming on the following three types of conflict-affected areas:

- Areas with existing low-level conflicts and armed violence

- Societies suffering from high proliferation of weapons and high levels of normalised violence while also being at risk of a return to open conflict

- Areas suffering from spill-over effects from armed conflicts in their proximity

6.2 EXIT CRITERIA AND STRATEGY

In principle, DDG will cease its AVR assistance activities once it determines that its presence is no longer necessary on the basis of its mission. More specifically, decisions to exit are based on the following core elements:

- Stable/sustainable local capacities, structures and institutions for armed violence prevention and reduction exist, and are able to ensure the respect, protection and fulfilment of the right to life, safety and security of person.

- Needs have been adequately addressed, i.e. they are no longer of sufficient quantity to warrant the costs of maintaining an operational presence.

\(^7\) Refer to DRC Programme Handbook (2008), chapter 6, section 6.2, for elaboration.
In reality, DDG’s exit will be shaped by a combination of things that may, in addition to the criteria outlined above, also include other factors. For example, involuntary exit may arise from political pressure from authorities, etc.

In terms of modes of exiting, DDG will primarily use one of the following three methods:

1. **Handing over to local government:** As a principle, DDG always seeks to support local government structures to become more responsive to the population’s needs – by being able to deliver relevant services, for example – with the view of preventing and reducing armed violence. Over a number of years, DDG has developed and piloted a new approach to transferring responsibilities to government counterpart institutions, with sufficient progress having been made to warrant its scaling up and institutionalisation.

2. **Handing over to local NGOs/CBOs:** As DDG often works with local partners, it may be possible to hand over some or all programme components to a local partner who is deemed to have the requisite capacities (and values) to deliver the assistance needed.

3. **Phasing out:** Short of ending an entire operation, DDG may in certain instances opt to phase out components of its operation in favour of activities in other sectors. For example, DDG may downscale its mine action activities while up-scaling small arms related activities. A phased-out exit may also take the shape of gradually winding down DDG’s support, such as in community safety programmes at the local level. These programmes are not open-ended; instead, they gradually wind down over time, particularly as mainstream social recovery and development activities by other actors pick up steam. Smooth exit from such programmes is ensured by DDG’s assistance being designed to bring people on a path towards sustainable safety (rather than sustainable peace per se), and by DDG investing significant resources in advocating its strategy to other organisations and institutions, with a view to ensure their support to beneficiaries.
7. OPERATING PRINCIPLES

In line with DRC’s Programme Handbook, DDG’s AVR approach is underpinned by the following operating principles:

Ownership and participation: DDG believes that activities should be locally owned and driven. By emphasising participation, inclusion in prioritisation of needs and bringing together different socio-economic groups, DDG seeks to empower communities and local institutions to take direct control over planning and decision making.

Capacity development: Through active engagement in the visioning, analysis, planning and implementation of its programmes, DDG seeks to develop the capacity of target communities and institutions to address their safety and security issues.

Gender, Age and Diversity: DDG recognises the different needs, vulnerabilities and capacities of people across gender, age and diversity (e.g. different ethnic, religious, socio-economic groups; people with disabilities, etc.) and tries to create space for, and utilise, these differences in programming, aiming to create equal access and opportunity for everyone to participate in and benefit from the assistance.

Advocacy: DDG uses direct and indirect advocacy as a key instrument in strengthening the ability and willingness of individuals, as well as local, national, regional and global institutions and structures, to take responsibility for changing their environment.

“Do-no-harm”: In insecure environments, the design and implementation of responses must be based on an analysis of local conflict dynamics. DDG takes a conflict-sensitive approach to ensure that implemented programmes have no negative side effects on the conflict in question, or on direct and indirect beneficiaries, and instead promote positive side effects by supporting local capacities for peace, cooperation and conflict management.

Collaboration with local partners: DDG involves existing local management structures and community based organisations as collaborative partners in programming, and seeks to increase local control over planning and implementation, and enhance the ability to take over activities. DDG also works with local NGOs and government institutions in implementing programmes.

Complementarity: DDG has an integrated approach to safety and development, recognising that the factors that make communities insecure are often a combination of safety and development issues. In order to address the variety of issues threatening communities, a coordinated approach is needed. DDG therefore engages with a wide range of other agencies and government institutions throughout its programming.

Sustainability: The sustainability of the programmes is ensured through extensive involvement and capacity building of local communities and institutions.

Evidence based programming: By conducting detailed needs assessments DDG obtains a good understanding of local conditions, enabling the organisation to ensure that responses are tailored to the local context.

---

\(^{6}\) Refer to DRC Programme Handbook (2008), chapter 6, section 6.5, for elaboration. But note that the operating principles for AVR have been slightly adapted.
Borgergade 10
DK-1300 Copenhagen
Denmark
Tel: +45 3373 5000
E-mail: ddg@drc.dk

Rasmus Stuhr Jakobsen
Head of Danish Demining Group
Tel: +45 3373 5110
E-mail: rasmus.stuhr@drc.dk

Klaus Ljørring Pedersen
AVR Representative
Tel: +45 2681 9335
E-mail: klaus.ljoerring.pedersen@drc.dk