

OG 3.40: Mission and Programme Support for DDR

Objectives

This module will:

- ✓ outline the central components of DDR support requirements, i.e. equipment and services, finance and budgeting, and personnel;
- ✓ explain how to obtain effective logistic support (equipment and services) from a peacekeeping mission; and
- ✓ outline the management structure, and the planning and delivery of logistic support in a peacekeeping mission.

1. Introduction

The success of a DDR programme depends to a large extent on the administrative, logistic and financial support it receives from the peacekeeping mission; UN agencies, funds and programmes; and other partners. DDR managers should be aware of the different support capabilities of all actors involved, both within and outside the peacekeeping mission, to draw on the most appropriate support and therefore to be able to implement the DDR programme as effectively as possible.

2. DDR support requirements

DDR programmes require three main types of support:

1. equipment, services and other logistic support;
2. finance and budgeting; and
3. personnel and staffing.

2.1. Equipment, services and other logistic support

Requirements in terms of equipments and services will vary. Below is a general list of equipment and services that are most often required by DDR programmes:

- Living accommodation
- Working accommodation
- Communications
- Information technology
- Medical services capable of responding to different needs
- Air transport
- Fuel
- Management information software, identity card machines
- Camp construction material, including outsourcing of construction and management
- Office furniture
- Movement control
- Water
- General services such as janitorial, waste disposal, etc.
- Weapons destruction equipment
- Fire prevention and precautions, and fire-fighting equipment
- Office equipment and supplies
- Surface transport
- Food rations, food preparation and supply arrangements
- Security

2.2. Finance and budgeting

DDR programmes in a peacekeeping context are funded from a combination of the peacekeeping assessed budget and voluntary contributions. Voluntary contributions could come from UN-managed trust funds, World Bank trust funds and direct bilateral support.



OG 3.41 on Finance and Budgeting

2.3. Personnel and staffing

A central pillar of the UN integrated approach to DDR is the establishment of a single integrated DDR unit/team, which makes joint planning much easier.



OG 3.42 on Personnel and Staffing

3. Logistic support in a peacekeeping mission¹

The peacekeeping mission can provide logistic support to DDR programmes for civilian staffing, financing and a range of equipment and services, such as transportation, medical services and information technology.

Mission logistic support is made available to all mandated programmes, and not only to DDR programmes. (DDR is only one component of a multidimensional peacekeeping mission.) The delivery of the equipment and services requested by the peacekeeping mission depends on the quality of information provided to logistics planners by DDR managers. Information should be complete and provided well ahead of time, and, if possible, accompanied by the DDR programme implementation plan. DDR managers must also be aware of long lead times for

equipment and services, which affect when the latter will become available, as procurement tends to be a slow process.

DDR programme managers therefore need to:

- indicate clearly the logistics requirements that fall under the direct managerial or financial scope of the peacekeeping mission and the Department of Peacekeeping Operations (DPKO);
- submit logistic requirements to the Division of Administration and/or Joint Logistics Operations Centre (JLOC) as early as possible to ensure timely logistic support;
- attempt to get all logistic requirements funded out of the regular mission budget, and where this is not possible, begin contingency planning for logistic requirements out of voluntary contributions; and
- identify a (small) number of priority equipment and services that could be funded from voluntary contributions (which can often be procured locally with shorter lead times) on a reimbursable basis.

Table 3.40.1 provides guidance on three vital aspects of logistics planning:

- what logistic requirements to take into consideration when planning;
- what to include in the layout of cantonments sites, where applicable; and
- which logistic materials will require the longest lead times to procure:

Table 3.40.1: Guidance on logistics planning for DDR

Information needed	
	<ul style="list-style-type: none"> ■ Estimated total number of ex-combatants, broken down according to sex, age, disability or illness, parties/groups and locations/sectors ■ Estimated total number of weapons, broken down according to type of weapon, ammunition, explosives ■ Time-line of the programme showing start/completion of activities ■ Allocation of resources, materials and services included in the assessed budget ■ Names of participating UN entities, non-governmental organizations (NGOs) and other implementing partners, along with their focal points and telephone numbers/email addresses ■ Coordination mechanisms where JLOC participation is required ■ Office premises, office furniture, office equipment and related services required – with locations ■ Ground transport requirements – types and quantities ■ Air transport requirements

	<ul style="list-style-type: none"> ■ Communications requirements, including identity card machines ■ Number and location of various DDR sites, camps, cantonments and other facilities 	
<p>Layout of each cantonment site, DDR office or registration site with specifications</p>	<ul style="list-style-type: none"> ■ Management structure with designations and responsibilities of officials ■ Number and type of combatants and their sex and age ■ Number and type of all categories of staff, including NGO staff ■ Nature of activities to be carried out in the site, and special requirements for rations storage and distribution of insertion benefits ■ Security considerations and requirements ■ Preferred type of construction ■ Services/amenities to be provided by NGOs ■ Camp services to be provided by the mission, as well as any other specific requirements ■ Dietary restrictions/considerations ■ Fire-fighting equipment ■ Camp evacuation standard operating procedures (SOPs) ■ Policy on employment of ex-combatants as labourers in camp construction 	
<p>Items with long lead times</p>	<ul style="list-style-type: none"> ■ Prefabricated buildings: 30–90 days ■ Telephone PABX: 45–60 days ■ Generating sets: 60 days ■ Refrigerators: 60 days ■ Desktop computers: 60 days ■ Material handling equipment: 60–120 days ■ Satellite earth station: 60–125 days 	<ul style="list-style-type: none"> ■ Fuel pump (150 litre): 90 days ■ Fuel bladder (6,000 gallon): 90 days ■ Light vehicles: 90–140 days ■ Mobile deployment telecom system (MDTS): 120 days ■ 4x4 vehicles: 120 days ■ Fuel management equipment: 120 days ■ Logistic support vehicles: 120–360 days

The range of equipment and services provided to a programme or activity will normally come from a combination of UN civilian, commercial and military sources. Each of these sources has its advantages and disadvantages, as shown in Box 3.40.1:

Box 3.40.1: Options for the provision of logistic support for DDR

- *UN mission support* operates in all but the most hostile environments, and easily adjusts to programme-specific requirements. However, it takes time to assemble the required personnel and equipment, and to establish the necessary structures to deliver equipment and services.
- *Commercial support* comes fully staffed and equipped, but it cannot always be relied on in hostile environments, and it takes time to put the appropriate contractual arrangements in place.
- *Military support* can operate in the most hostile environments, and (depending on the troop-contributing country) can be mobilized quickly, fully staffed and equipped. However, military support can be expensive, and lacks continuity, as personnel need to be rotated every 6–12 months.

4. Mission management structure

DDR managers should also understand the mission management structure, and how the planning and delivery of logistic support takes place within this structure in a peacekeeping mission. The integrated DDR unit/team has to deal with the mission management structure when the DDR programme is managed directly by DPKO or funded from the regular mission budget. Table 3.40.2 outlines the structures that are responsible for logistic support within a peacekeeping mission, and their roles:

Table 3.40.2: Key support management structures and processes

Structure	Description	Role
Chief administrative officer or director of administration within the Division of Administration	Financially accountable for the assessed budget	<ul style="list-style-type: none">■ Is responsible for the provision of all administrative and logistic support to all mission components■ Translates priorities of senior mission management into plans, resource allocations, tasks, and coordination and monitoring arrangements
Integrated support services (ISS)	Joint civilian–military structure	<ul style="list-style-type: none">■ Reviews and prioritizes all requests for logistic support in accordance with the mission's objectives and priorities■ Allocates the most suitable civilian, commercial or military support resources to meet requirements in an effective and efficient way
Joint Logistics Operations Centre (JLOC)	Point of contact for coordination of logistics issues with non-DPKO actors	<ul style="list-style-type: none">■ Handles day-to-day planning, analysis, coordination and tasking of all requests for logistic support

The DDR management team should provide JLOC with the DDR operational plan, which should include information on: physical resources (space, supplies, equipment); human resources (international, national, local, UN volunteers [UNVs]); services; supplies; partnerships with implementing partners; and time-lines.

5. Summary of key guidance on mission and programme support for DDR

- ✓ DDR practitioners should draw flexibly on support provided by the range of actors involved in DDR.
- ✓ DDR practitioners should provide complete and accurate information to logistics planners on equipment and services, personnel, and budget requirements needed for the DDR programme.
- ✓ DDR practitioners should be aware of and build into planning estimates the lead times for the acquisition of equipment to ensure that it is available when required.