

# OG 3.42: Personnel and Staffing

## Objectives

This module will:

- ✓ provide an overview of the integrated DDR unit/team in a peacekeeping mission;
- ✓ provide information for recruiting and deploying personnel for the integrated DDR unit/team; and
- ✓ show how to create a staff induction plan for integrated DDR unit personnel.

## 1. Introduction

The implementation of the integrated DDR approach can be improved through the establishment of integrated DDR teams staffed jointly by personnel of the UN Department of Peacekeeping Operations (DPKO), the United Nations Development Programme (UNDP) and other UN agencies, funds and programmes. These integrated DDR teams are organized under the integrated DDR unit.

However, integration, especially at the country level, is still limited by administrative, managerial, budgetary and operational obstacles. UN departments, agencies, funds and programmes still have to build an organizational culture that accepts integrated DDR programmes and units. The UN Inter-Agency Working Group secretariat and members continue to look into ways of overcoming these obstacles. *Where complete administrative integration is impossible, the goal should be to achieve compete integration at the planning and programme design levels.*

 **OG 3.10 on Integrated DDR Planning: Processes and Structures and OG 3.20 on DDR Programme Design**

## 2. The aim of the integrated DDR unit

The aim of establishing an integrated DDR unit is to ensure joint planning and coordination to bring about effective and efficient implementation. The integrated DDR unit also employs the particular skills and expertise of the different UN agencies, funds and programmes to ensure flexibility and responsiveness within the DDR programme, which gives it a greater chance of success.

## 3. Guidelines for establishing the integrated DDR unit

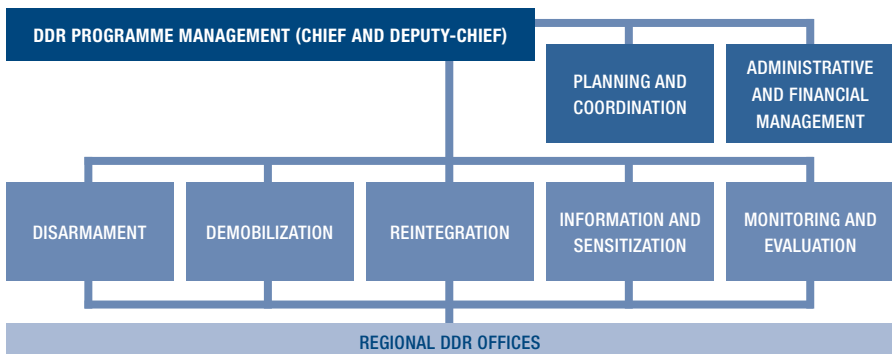
The following guidelines shall apply to the establishment of the integrated DDR unit:

- *Joint management of the DDR unit:* The chief of the DDR unit shall hold a peacekeeping mission post and be funded from the assessed budget. The deputy chief of the integrated DDR unit shall be seconded from UNDP, although the peacekeeping mission will provide him/her with administrative and logistic support for him/her to perform his/her function as deputy chief of DDR;
- *Administrative and finance cell from UNDP:* UNDP shall second a small administrative and finance cell from its country office to support programme delivery aspects of the DDR component. The principles of secondment used for the deputy chief of the DDR unit shall apply;
- *Secondment of staff from other UN entities:* Secondment ensures the active engagement and participation of UN agencies in strategic policy decisions and coordination of UN DDR activities. The integration of UN agency staff in this structure is essential, and they should be based at the same location. Decisions on secondment shall be made at the earliest stages of planning to ensure that the proper budgetary support is available;
- *Project support units (PSUs) should be established:* PSUs may provide capacity (programme, monitoring, operations, finance) for implementing key elements of UN assistance within the national planning and programme framework for DDR;
- *Links to other parts of peacekeeping mission and the UN country team (UNCT) should be established:* The integrated DDR unit shall be closely linked with other parts of the peacekeeping mission, in particular the military and police, to ensure a joint approach to the DDR programme.

## 4. Functions of the integrated DDR unit

Generally, the integrated DDR unit/team should fulfil the functions outlined in Figure 3.42.1:

**Figure 3.42.1: Functions of the integrated DDR unit**



## 5. Recruitment and deployment

The Personnel Management and Support Services (PMSS) in the Office of Mission Support/DPKO is responsible for the recruitment and deployment of staff in a peacekeeping mission, with the exception of staff seconded from UN agencies, which follow their own recruitment procedures.

Integrated DDR unit personnel should be selected as soon as possible, and should be qualified, experienced and appropriately trained. In particular, it is important that the chief and deputy chief be recruited early on as part of the technical team supporting planning during the peace process. This will ensure good coordination among agencies and continuity of leadership for the integrated DDR unit.

There are several sectors from where integrated DDR unit staff may be recruited:

- peacekeeping missions;
- UN agencies, funds and programmes;
- UN Headquarters;
- the UN volunteer system;
- other international organizations, e.g. the World Bank, European Union, Organization for Security and Cooperation in Europe, etc.;
- local and international non-governmental organizations (NGOs); and
- the private sector.

The specific steps PMSS takes to recruit suitable candidates are as follows:

- candidates apply online in response to a generic vacancy announcement in the Galaxy system (<http://www.jobs.un.org>);
- PMSS screens applications to select candidates who meet all the requirements of the post, and includes all of them in a roster of candidates for that occupational group/level;
- the mission chief civilian personnel officer (CCPO) identifies a vacancy and requests recruitment action from PMSS;
- PMSS makes available to the mission rosters of pre-screened and technically cleared candidates;
- the mission programme manager interviews candidates and recommends selection; and
- PMSS starts the recruitment process (e.g. reference checks, offer of appointment, medical clearance, travel arrangements, etc.).



*Recruiting qualified and experienced staff can be a long process, including through PMSS. DDR managers should not only start the recruitment process as early as possible, but also explore inter-agency movements of staff and other short-term options, such as secondments and loans.*



**Do you need generic job descriptions of appointments to a DDR unit? Annexes C.1–C.13 in IDDRS 3.42 provide these for a range of posts from chief of the unit to gender officer.**

## 6. Induction

The DDR unit/team will be staffed with people possessing different educational backgrounds and professional experience. Induction will therefore be necessary to make sure each and every new staff member is part of the team and confident in his/her new role. Everyone who joins the integrated DDR unit/team, or is transferred from one job or department to another, needs induction.

The chief of the integrated DDR unit/team should develop the staff induction plan for the integrated DDR unit/team. The line supervisor is responsible for ensuring that the new member of the unit/team is receiving all the information he/she requires to perform his/her roles and responsibilities efficiently, effectively and with confidence.

In addition to having a reasonable understanding of the country context, UN peacekeeping mandate and structure, and specific security rules and procedures, new staff need to become familiar with the following DDR-related issues:

- DDR provisions in the peace agreement;
- the DDR mandate of the UN peacekeeping mission;
- the integrated DDR unit/team organizational structure and functions;
- the existing DDR strategy, policy, programme and implementation plan; and
- the IDDRS and the *Operational Guide to the IDDRS*.

Induction may take place through meetings and/or training, depending on the number of new staff to be deployed, their roles and responsibilities, and arrival schedules. Several members of the peacekeeping mission, integrated DDR unit/team and national commission on DDR (NCDDR) should be called upon to contribute to the induction of new staff.



*DDR training needs: Demand for DDR specialists is high due to the increase in the number of DDR programmes being carried out worldwide over the past years. This means that newly recruited staff will not necessarily possess all the qualifications and experience required from DDR specialists to perform the roles and responsibilities assigned to them. Staff training may therefore be required in addition to induction to ensure the success of the DDR programme. More information on DDR training can be found on the UN DDR Resource Centre Web site (<http://www.unddr.org>).*

## 7. Summary of key guidance on personnel and staffing for DDR programmes

- ✓ Given the different administrative and financial procedures of the peace-keeping mission and UN agencies, funds and programmes, it may not be possible to insist on complete administrative integration. Instead, the goal should be to achieve complete integration at the planning and design levels, and to ensure the efficient and timely coordination of operations within the framework of a single and common DDR programme and implementation plan.
- ✓ Personnel should be appointed and inducted/trained with this goal in mind, and to effectively and efficiently carry out the DDR programme.