

3.10 Integrated DDR Planning

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3.10 Integrated DDR Planning

Summary

Successful international support of DDR processes demands considerable planning. Given the many different actors involved in the various stages of DDR processes and the complex links within DDR processes and with other conflict or post-conflict responses, integrated planning, effective coordination and coherent reporting arrangements are essential. Past experiences have highlighted the need for the various actors involved in planning and implementing DDR, and monitoring its impacts, to work together in a complementary way that avoids duplication of effort or competition for funds and other resources.

This module provides guidance for conducting the strategic planning of international support to DDR processes. Such planning is anchored in established DDR principles and aims to strengthen national leadership and ownership. It begins with an integrated assessment of context, needs, capacities and mandates that provides the basis for the identification of the most appropriate DDR processes, the formulation of strategic approaches with clear objectives, and the determination of clear roles and responsibilities.

Strategic planning shall be gender responsive and include a robust risk management element throughout the process, as well as a comprehensive outreach and communication dimension tailored to the relevant DDR audiences, in order to secure buy-in and enable implementation. The process should result in a comprehensive strategic plan of support, a DDR strategy, to which individual entities (UN peace operations; UN agencies, funds and programmes; national authorities/stakeholders; other Member States/donors; and implementing partners) contribute through their respective programmatic instruments (e.g., mission plans, country and programme documents).

1. Module scope and objectives

This module outlines a general strategic planning process for providing and structuring support for DDR processes.

The scope of the module covers all DDR measures – jointly constituting a process – presented in IDDRS 2.10 on The UN Approach to DDR: DDR programmes, DDR-related tools and reintegration support in all relevant contexts, including UN mission and non-mission settings, as well as in contexts where preconditions for DDR programmes do not exist.

The planning process should be cognizant of the context, needs and capacities, and determine which types of interventions, or a combination thereof, are the most appropriate.

In particular, this module provides guidance on:

- Situating the planning of DDR processes within the broader national and regional context;
- Undertaking analyses and assessments to provide data and evidence for strategic choices, and identifying knowledge gaps (discussed in greater detail in IDDRS 3.11 on Integrated Assessments for DDR);
- Identifying the appropriate DDR process, including the combination of measures to form such a process;
- Determining the goal of the DDR process;
- Determining strategic objectives and the most appropriate course of action to meet these objectives;
- Articulating, in general terms, roles and responsibilities and identifying the key programmatic and operational dimensions for implementation (see IDDRS 3.20 on DDR Programme Design);
- Embedding risk management in the planning process as a critical enabler of plan delivery;
- Designing a planning process that is both inclusive and rigorous, including using the most appropriate planning techniques at any given moment, and identifying the right planning products for the types of actions considered; and
- Determining and accessing the capacities and skills required to ensure an efficient, effective and integrated DDR planning process.

This module provides guidance at the strategic planning level. More detailed coverage of the programming and monitoring and evaluation of DDR processes is found in IDDRS 3.20 on DDR Programme Design and IDDRS 3.50 on Monitoring and Evaluation of DDR, respectively. Assessments needed for DDR planning are discussed in greater detail in IDDRS 3.11 on Integrated Assessments for DDR.

2. Terms, definitions and abbreviations

Annex A contains a list of abbreviations used in this standard. A complete glossary of all the terms, definitions and abbreviations used in the series of integrated DDR standards (IDDRS) is given in IDDRS 1.20. In the IDDRS series, the words ‘shall’, ‘should’, ‘may’, ‘can’ and ‘must’ are used to indicate the intended degree of compliance with the

standards laid down. This use is consistent with the language used in the International Organization for Standardization (ISO) standards and guidelines:

- a. 'shall' is used to indicate requirements, methods or specifications that are to be applied in order to conform to the standard;
- b. 'should' is used to indicate the preferred requirements, methods or specifications;
- c. 'may' is used to indicate a possible method or course of action;
- d. 'can' is used to indicate a possibility and capability;
- e. 'must' is used to indicate an external constraint or obligation.

In addition, this module defines planning as the process of setting objectives, determining the proper course of action to achieve these objectives, and aligning the means with the course of action.

3. Introduction

The successful implementation of DDR processes often requires difficult compromises and trade-offs among various political, security, humanitarian, human rights and development considerations. It hinges on intense and careful coordination of interventions among a wide range of national and international actors across multiple phases and dimensions of DDR, all implemented under a clear, coherent and shared vision of what needs to happen and which objectives need to be met. It also entails a thorough understanding of context, interests and risks, as well as careful consideration of operational realities and requirements. Whatever the type of DDR process, the nature of DDR carries high risks for all those involved, from direct participants to beneficiaries, such as host communities, Governments, implementing actors and donors (see IDDRS 3.21 on DDR Process Stakeholders).

For the UN and its partners, supporting Government-led DDR processes requires rigorous and inclusive planning, undertaken to achieve alignment between needs, expectations, objectives, DDR processes and approaches, roles and capacities

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To ensure that DDR programmes effectively address the different experiences of men and women, and acknowledge the implications of gender identities in relation to violence, gender perspective needs to be mainstreamed and addressed as early as possible in the design and planning of DDR programmes. To ensure this, assessment teams shall deploy gender expertise, including both international and national gender experts, together with DDR experts. Methodology shall ensure the involvement of local experts, women's groups and organizations working for gender equality. Sufficient resources for translators, notetakers and other aids to equal participation shall be planned for in advance of field activities.

The module's content and the guidance it provides are based on the recognition that planning DDR processes is a challenging task, for a number of reasons, including:

- The complexity and highly political sensitivities involved across all types of DDR processes (see IDDRS 2.20 on The Politics of DDR), which may at times translate into resistance or pressures during the planning phase, including the pressure to 'rush into doing' before proper planning has been undertaken.
- The diversity, complexity and fluidity of contexts in which DDR processes take place, including the evolving nature of conflicts.
- The absence of reliable information required to implement DDR processes adequately (e.g., exact number of combatants or weapons).
- The number of national and international actors that need to be involved in or consulted during the planning phase.
- Competing priorities within DDR processes and beyond, and the political, financial and technical pressures that emanate from these competing priorities.
- The unique political challenges often posed by addressing the specific needs of men, women, boys and girls, as well as marginalized groups, and the additional human and financial resources required to ensure the planning process is gender responsive.
- The need to identify, analyse and manage links between DDR processes and many other crisis and conflict management, peacebuilding and sustaining peace imperatives (e.g., security sector reform [SSR], conflict recovery and reconstruction, poverty alleviation and promotion of gender equality).

It is important for actors involved in planning DDR to be aware of the challenges and to formulate strategic planning that recognizes and, to the extent possible, manages them. These challenges do not dissipate once the planning is over. Many carry over into the implementation phase. Therefore, strategic planning must establish adequate controls, in the form of risk management measures, for implementation. The module therefore places particular focus on strategic planning for risk management.

4. Guiding principles

IDDRS 2.10 on The UN Approach to DDR sets out the main principles that guide all aspects of DDR processes. This section outlines how these principles apply to planning for DDR processes.

4.1 Unconditional release and protection of children

DDR strategic planning shall prioritize the immediate release of children associated with armed forces and groups, irrespective of the status of peace negotiations and/or the development of DDR programmes and DDR-related tools. When DDR programmes, DDR-related tools and/or reintegration support are implemented, children shall be separated from armed forces and groups and handed over to child protection agencies. Children will then be supported to demobilize and reintegrate into their families and communities (see IDDRS 5.30 on Children and DDR).

4.2 Gender responsive and inclusive

Non-discrimination and fair and equitable treatment are core principles in both the design and implementation of a DDR programme. There is considerable diversity in how individuals and groups understand, experience and express gender through the roles they take on, the expectations placed on them, their relations with others and the complex ways that gender is institutionalized in the strategic planning phase. Integrating gender in DDR requires that during strategic planning, practitioners take account of the specific needs of girls, women, men and boys with respect to both biological/sex differences and sociocultural gender differences, as well as the capacities they bring and contributions they can make. All DDR processes should be planned in a manner that promotes gender equality and should be grounded in a rights-based approach. In the strategic planning as well as implementation phases, DDR practitioners should be able to clearly distinguish between the practical and strategic needs of girls, women, boys and men in DDR and how this relates to all levels of design (see IDDRS 5.10 on Women, Gender and DDR).

4.3 Context specific

DDR strategic planning shall be conducted in a manner that is sensitive to political and social realities, including the use of appropriate terminologies associated with DDR interventions. (In some instances, the term 'DDR' itself may not be accepted, and DDR practitioners may need to offer alternatives, such as 'interim stabilization measure' or nomenclature appropriate to the context and acceptable to the key parties.)

4.4 Flexible, accountable and transparent

DDR processes are collective endeavours, requiring multiple actors to be accountable to each other for constructive engagement during the strategic planning phase and for adherence to agreed outcomes from the planning phase (including mutual accountability of national and international actors).

DDR strategic planning takes place in highly fluid and complex environments and so it must be cognizant of, and respond to, changing circumstances. While it must follow established standards, DDR strategic planning shall be carried out with flexibility – for example, with regard to timelines and participants. In addition, it is essential for those responsible for the planning of DDR to avoid preconceived solutions and to be prepared to adapt throughout the planning phase, as changes are inevitable.

DDR strategic planning presents the opportunity to explore and agree on ambitious but realistic goals, objectives, roles and responsibilities. In the course of making such determinations, it is essential to set expectations of all partners at the right level, and especially for UN and other international partners not to over-promise.

To secure trust and buy-in for implementation of DDR processes, and to ensure that expectations are clear for all relevant actors, strategic planning must be transparent in its aims, conduct and outcomes. In particular, those engaging in the planning phase must be clear about their interests, mandates and capacities and the constituents they represent.

4.5 Nationally and locally owned

As is true for the DDR process as a whole, the ownership of the strategic planning process, notwithstanding who is conducting it, shall be nationally owned (see IDDRS 3.30 on National Ownership and National Institutions in DDR). National ownership does not always occur naturally, which makes it the responsibility of the stakeholders in strategic planning to foster ownership through inclusion of national actors in planning processes.

DDR strategic planning shall never be done in isolation. It shall be conducted in alignment with the stabilization, peacebuilding and/or recovery framework, with synergies throughout the humanitarian- development-peace nexus. In particular, and in line with IDDRS 2.20 on The Politics of DDR, planning shall identify the political strategy or strategies to which the DDR processes will contribute.

4.6 Integrated

Planning of DDR processes should involve all relevant UN agencies, departments, funds and programmes at both the headquarters and field levels, national counterparts, and funding and implementing partners. An integrated approach to planning shall aim to develop, to the extent possible:

- A common framework (i.e., one that everyone involved uses) for developing, managing, funding and implementing a DDR strategic planning process.
- An integrated DDR management structure (unit or section), with the participation of staff from participating UN agencies, funds and programmes and primary reporting lines to the Deputy Special Representative of the Secretary-General in mission settings or Resident Coordinator in non-mission settings. Such an approach should include the co-location of staff, infrastructure and resources, as this allows for increased efficiency and reduced overhead costs, and brings about more responsive planning, implementation and coordination.
- Joint programmes that harness UN country team and mission resources into a single process and results-based approach to putting the DDR strategy into operation and achieving shared objectives.
- A single framework for managing multiple sources of funding, as well as for coordinating funding mechanisms, thus ensuring that resources are used to deal with common priorities and needs.

4.7 Transition and exit strategies

As DDR processes are nationally and locally owned, planning shall be structured to enable such processes to evolve towards full assumption of DDR functions by national actors. Over time, changes in the degree to which national and local actors can and do assume such functions will require adjustments to the roles played by international actors within their mandates, including UN peace operations. Where possible, Government and national DDR institutions should actively lead the strategic planning process and be supported by UN agencies, funds and programmes.

5. General DDR planning framework and considerations

Strategic planning for DDR shall be initiated by articulating key content and design considerations into a planning framework.

5.1 Content considerations

At the outset of the DDR planning phase, practitioners should frame and articulate the content considerations, in the form of questions that need to be answered throughout the planning phase. These will define what needs to happen during subsequent planning phases, data and evidence collection, who needs to participate, and other process considerations.

These questions include:

- What is the trigger, or reason, for planning DDR (e.g., Government request, UN Security Council mandate, peace agreement, changes in context, etc.)?
- Are there appropriate national policies and/or frameworks for DDR within which the planning process needs to unfold?
- Is there a need to support national institutions/warring parties to develop a national policy and/or framework?
- What is the situation, and what are the needs and capacities?
- What do we need to know before we proceed? What don't we know?
- What is the most appropriate combination of measures to form the DDR process?
- What are the objectives of the DDR process?
- What are conditions of success, and are there red lines for support (i.e., conditions that need to be met ex ante for the UN and partners to provide support – see IDDRS 2.11 on The Legal Framework for UN DDR)?
- How will these objectives be achieved, and by whom?
- What resources (human, logistical, financial) will be needed?
- What could go wrong and/or affect achievement of the objectives?
- How will we know if the objectives are being achieved or have a chance of being achieved?

5.2 Design considerations

On the basis of this framing, key strategic planning design considerations include:

- **Authority:** To secure buy-in, the DDR practitioners should clearly articulate the authority – or authorities – under which the planning is being conducted (see content considerations above).
- **Timing and duration of the strategic planning phase:** This may be informed by specific DDR clauses or instructions in a peace agreement or related arrangements, by other milestones (national elections, funding deadlines, etc.) and/or by the timing of related responses (e.g., SSR). Both the timing and the duration of DDR planning are context specific, but the rationale for both should be carefully considered and clearly communicated to all relevant actors.

- **Participation:** DDR planning shall be inclusive and reflective of the diversity of interests, needs and capacities. Hence, a clear plan for outreach and engagement strategies must be defined at the outset of the strategic planning phase (see section 9 and IDDRS 3.21 on DDR Process Stakeholders for specific guidance). This plan shall include who needs to be engaged and when, to prepare accordingly (including to secure the right capacity at the right time) and transparently communicate expectations of engagement.
- **Roles and responsibilities:** To manage expectations and transaction costs, roles and responsibilities shall be defined at the outset with relation to specific planning functions, including, in particular, analysis and data collection, outreach coordination, communication, stress testing, drafting and finalization/approval.

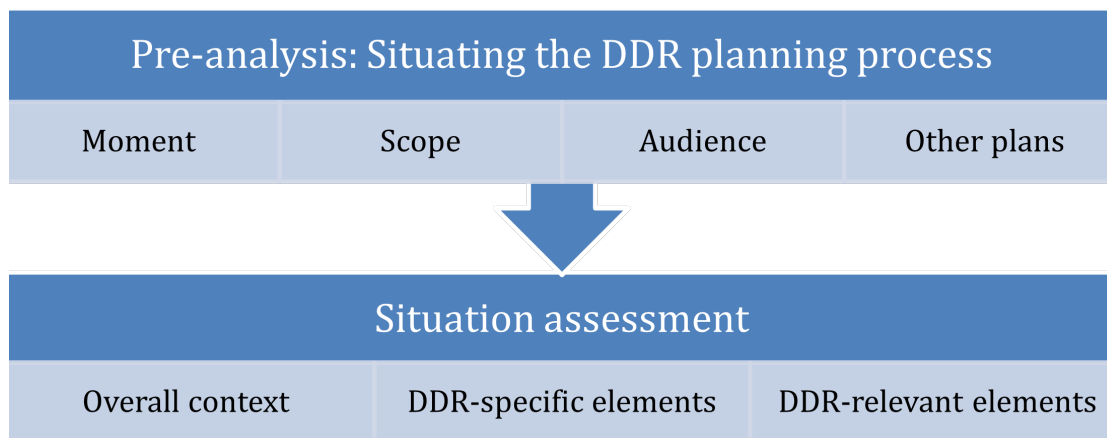
BOX 1: WHEN TO START STRATEGIC PLANNING

As a rule of thumb, the planning for DDR should start immediately after identifying the problem to which DDR will support resolution – most frequently, threats posed by armed groups in a given area. Figure 1 depicts the stages in traditional planning for post-conflict DDR.

6. Assessment – general guidance

DDR practitioners should conduct two phases, pre-analysis and situation assessment, as follows:

FIGURE 1: THE TWO PHASES OF THE DDR STRATEGIC PLANNING PROCESS



6.1 Pre-analysis: Situating the DDR planning process

The first step in developing a strategic plan for potential DDR processes is to situate the planning exercise at four levels:

- **Moment:** Why is strategic planning required now (e.g., UN Security Council mandate, peace agreement, specific Government request, changes on the ground)? Situating in the moment provides the authorizing framework(s) to guide planning.

- **Scope:** Based on the authorizing frameworks, are there predetermined boundaries to the strategic planning? These can be geographical (e.g., DDR processes across the entire country or in targeted locations), temporal, process specific (e.g., reintegration) and/or beneficiary specific.
- **Audience:** To whom will the strategic plan apply? Considering the nature of DDR processes, and the need for coherent approaches across a wide range of actors, strategic plans should provide for unity of effort to all relevant DDR actors, both national and international, who will then translate the plan into entity-specific programmes (see IDDRS 3.20 on DDR Programme Design). However, in some cases, the strategic plan may not apply to all actors. It is therefore important to clarify the plan's audience at the outset.
- **Other plans:** The relationship between the DDR strategic plan and other national and international plans must be clarified at the outset. At the national level, in particular, relevant plans with which the DDR planning process should be harmonized include national development, United Nations Sustainable Development Cooperation Frameworks (UNSDCF) peacebuilding and recovery plans, sectoral plans, and possible action plans to end and prevent grave violations against children.

In contexts where a UN peace operation is deployed or being considered, it is important to align DDR planning with UN mission planning requirements and timelines, notably the timing and content relationship between:

- The DDR assessment and the UN systemwide strategic and technical assessments; and
- The DDR strategic plan and the Secretary-General's report to the UN Security Council.

BOX 2: DDR ASSESSMENT AND PLANNING AND UN MANDATES/SECURITY COUNCIL REPORTING

When DDR assessments are conducted as part of the planning of a peace operation (for deployment or reconfiguration), DDR practitioners should ensure alignment in timing and content between the DDR-specific process and the mission planning process.

In particular, as part of the strategic and technical assessments conducted regarding options for a mission, a key output of the planning process at this stage should be a recommendation as to whether DDR is the appropriate response for the conflict at hand and whether the UN is well suited to provide support for a DDR process in the country concerned.

This recommendation is contained in a report by the Secretary-General to the Security Council. When the assessment generates inputs for a UN mission DDR mandate, these proposals shall be consistent with the UN approach to DDR. Furthermore, while it is important to stress the national aspect of DDR processes, the proposals should also recognize the immediate need to provide capacity-building support to increase or bring about national ownership, and the political difficulties that may complicate national ownership in a transitional situation.

6.2 Situation assessment

The DDR strategic plan should be based on an in-depth understanding of the international, regional, national or local context and the situation in which DDR is to be implemented, as this will shape the choice of DDR process, its objectives, overall approach and criteria for participation. The main elements of the contextual analysis shall always include the three dimensions that follow.

6.2.1 Overall context

The assessment shall begin with the broad political, social and economic characteristics of the operating environment, with a particular emphasis on:

- The political situation, including recent evolution, current political arrangements and dispensation, and near-term milestones (e.g., elections) and risks to political stability that may impact DDR processes and the intersectionality with gender dynamics (see IDDRS 2.20 on The Politics of DDR for suggested assessment questions).
- The regional environment, the relationships between the country and its neighbours, and the regional dynamics that may influence DDR, including migration, displacement and organized criminal networks (see IDDRS 5.40 on Cross-Border Population Movements and IDDRS 6.40 on DDR and Organized Crime).
- The security situation, including a gendered understanding, and the sources, causes and triggers of armed conflict, with data on levels of armed violence and organized crime, levels and types of victimization, and local perceptions of security.
- The human rights situation, based on disaggregated data on patterns of political and socioeconomic exclusion and discrimination, and relevant institutional capacities and legal frameworks.
- The women, peace and security context, including the role women have played in conflict and in armed groups, the gender situation with regard to political and socioeconomic equality and opportunities, sexual and gender-based violence statistics and patterns, and relevant institutional capacities and legal frameworks (see IDDRS 5.10 on Women, Gender and DDR).
- Gender-specific needs, capacities, experiences and knowledge of women and men, including their relevant access to decision-making positions and resources, gender-specific vulnerabilities, gender dynamics, roles and images in society, based on sex-disaggregated qualitative and quantitative data and an analysis of gender roles and norms.
- The child protection situation, based on information and trends pertaining to grave violations against children, including the recruitment and use of children by armed forces and groups and opportunities for their reintegration (see IDDRS 5.20 on Children and DDR).
- The situation of youth, including levels of unemployment and disenfranchisement that may have led to recruitment into armed forces and groups, as well as capacities to harness for peace (see IDDRS 5.30 on Youth and DDR).
- The socioeconomic situation, including employment levels and opportunities, sources of economic growth and labour demand, national resource management, and regional and local disparities.

- National infrastructure for social services, including measures of access across vulnerable populations (notably in health, psychosocial support, education and vocational training).

6.2.2 DDR-specific elements

DDR-specific elements that must be part of the overall assessment include:

- Current DDR and existing DDR frameworks (e.g., provisions in peace accord, amnesties, national strategies) and all relevant laws, treaties and conventions in force in the country that have a bearing on potential DDR, including regional and international arms control instruments.
- Existing national and local capacities for DDR processes (e.g., disarmament/weapons and ammunition management, demobilization, reintegration, community violence reduction [CVR]), including the release and reintegration of children associated with armed forces and groups with a focus on DDR-specific institutions (e.g., national commissions) as well as other relevant institutions (e.g., Ministries of Health, Education).
- Capacity of communities to absorb former members of armed forces and groups, including children and youth formerly associated with armed forces and groups, and/or to support community-based DDR processes (e.g., CVR).
- National and local budgetary allocations for DDR (past and present).
- DDR funding and donor strategies, past and present, and the level of support to fund new, additional or expanded DDR efforts.
- Overview of armed forces, groups and gangs, including age- and gender-disaggregated data, information on force/group strength, location, organization and structure, political affiliations, number and type of weapons, ammunition and explosives, etc.

In addition, the assessment should explore previous DDR efforts to understand achievements and challenges, and extract lessons that can inform future DDR. This should also include a critical examination of the role and track record of UN and other international actors in previous DDR processes. This assessment should inform the determination of roles and responsibilities (see section 7).

6.2.3 DDR-relevant elements

In addition to the overall context and DDR-specific dimensions, the assessment must cover other elements to which DDR may be connected:

- Local and national peace mediation efforts;
- Reconciliation and transitional justice frameworks and initiatives (see IDDRS 6.20 on DDR and Transitional Justice);
- Status of SSR (see IDDRS 6.10 on DDR and Security Sector Reform);
- Stabilization, peacebuilding, recovery and reconstruction plans;
- Women, peace and security; and
- Any other sustaining peace initiatives of potential relevance.

Across these different elements, the assessment should strive to establish a baseline against which to measure strategies and changes that would be directly attributable to planned DDR or to which DDR could contribute.

BOX 3: HOW TO PLAN WITH INSUFFICIENT DATA

In many instances, DDR practitioners are asked to develop DDR processes in the absence of comprehensive data – for example, on the number of combatants and associated groups, size of gangs, and proliferation of illicit weapons, ammunition and explosives. While every effort should be made to obtain the information as part of the planning process and prior to implementation of specific DDR processes, there are often political and financial pressures to move forward without it. In such cases, DDR practitioners should:

- Include data collection and disaggregation by age and sex, verification and analysis as one of the first activities in the DDR process, and secure funding for it as a priority.
- Plan and communicate about the need for subsequent adjustments to the DDR processes if and when the additional information is made available.
- Articulate such data gaps as one of the key risks to the DDR process, and embed sufficient flexibility in the DDR process(es).

7. Design of a DDR strategy – general guidance

Based on the assessments, as described in section 6 above and in IDDRS 3.11 on Integrated Assessments for DDR, the design of a DDR strategy should follow a structured planning phase, focusing on the intersection **between what is needed and what can be done**.

What is needed combines the situation on the ground and what is being requested (by Government, the Security Council, etc.).

What can be done is determined by capacities (human and financial, existing and to be mobilized) and red lines (see IDDRS 2.11 on The Legal Framework for DDR and IDDRS 2.30 on Community Violence Reduction).

The intersection between these two dimensions provides the framework for the DDR process. Within this framework, DDR practitioners should follow the sequence of steps outlined below.

Step 1

It is important to make the rationale for the type of DDR process very explicit, linking it to the nature of the problem(s) and explaining why the selected process is the most appropriate under the current context (see IDDRS 2.10 on The UN Approach to DDR). (Note: DDR planning is susceptible to cognitive bias risk, whereby solutions that were implemented in another context are replicated because the two environments share similar features. Basing the planning as much as possible on a detailed analysis of the target country/context [see IDDRS 3.11 on Integrated Assessments for DDR] should help overcome this bias.)

When selecting DDR processes, it is often useful for DDR practitioners to articulate alternatives and explore why they would not be viable and appropriate solutions to the identified problem(s). A planner should also keep in mind that, if a diligent planning process leads to the conclusion not to pursue DDR in a given context, that is a valid planning recommendation.

Step 2

It is important to determine the scale and scope of the DDR process, notably with regard to geographical location, and definition, type and number of potential participants and beneficiaries. If relevant, the planning should define any prioritization of location and/or participants and beneficiaries. For armed groups, for example, prioritization should be based on their involvement in or potential to cause violence, or otherwise affect security and the peace process (where relevant). Groups with specific needs, such as women, men, persons with disabilities and persons with chronic illnesses, should be explicitly identified.

Step 3

The critical step of establishing roles and responsibilities must cover all relevant national and international actors in the DDR process. IDDRS 3.21 on DDR Process Stakeholders and IDDRS 3.30 on National Ownership and National Institutions in DDR should be used for guidance. Roles and responsibilities will be different in mission and non-mission settings.

The objective is to determine, as explicitly as possible, the nature of the roles and responsibilities. In a DDR process, such roles will vary greatly, and include policymaking, strategic oversight, direct implementation, funding, logistics, advocacy, communication and/or monitoring.

Roles and responsibilities should be determined on the basis of mandates and capacities (including track record in country, if relevant, which should be examined as part of the assessment). As such, the planning should outline specific expected roles and responsibilities of all relevant actors, beyond DDR-specific institutions, such as institutions and partners providing access to social services (psychosocial, health, education, etc.).

This step is the opportunity to:

- Define the roles of all stakeholders, including vulnerable groups, as decision-makers in the process.
- Enable each stakeholder to prepare accordingly, and to identify any capacity-building needs or other type of support that may be required prior to implementation, in addition to any capacity-building activities during implementation (see IDDRS 2.10 on The UN Approach to DDR– for further guidance).
- Identify and understand any source of resistance (or spoiler), and address accordingly.
- Determine the relationships among these roles, notably, if and how roles enable one another, and how to sequence them.

Step 4

It's important to delineate strategic approaches: DDR practitioners should define the way in which the particular DDR process will be carried out (see IDDRS 3.20 on DDR Programme Design).

This includes the formulation of key activities (with more details to be provided in specific programmatic documents and work plans), as well as considerations of sequencing within each process, and between the DDR process and other interventions such as SSR, transitional justice or reconstruction (see IDDRS 2.20 on The Politics of DDR, section 6.3).

A dedicated focus of the strategic approaches should be on the capacity-building required to implement a DDR process. Jointly with national actors and donors, the UN DDR planning team should design a clear **capacity-building plan**, with costs, for the duration of the plan. This plan can be linked to relevant activities (embedding capacity-building in other activities) and/or be framed as a stand-alone program under the overall strategic plan, with dedicated activities and resources. The focus should not be just on DDR-specific institutions, especially if the DDR processes include reintegration elements; in such cases, the DDR planning team should determine capacity support needs of other Ministries (e.g., Education, Health).

Finally, the strategic approaches should define sequences of key activities around milestones or benchmarks that would trigger (i) activation of the next activities and (ii) changes in roles of the UN and partners as relevant, including transfer of responsibilities and termination of activities.

BOX 4: THEORY OF CHANGE

DDR practitioners should use the Theory of Change (ToC) approach when conducting strategic planning of DDR processes. There may be many ToCs in a DDR environment as different actors implement different activities. However, where relevant, the UN should have an overall ToC for the UN DDR process in question. This should inform and be informed by other ToCs for particular DDR activities or processes. A ToC reverse engineers the pathway to achieve impact for a DDR process and lays out the justifications, assumptions, goals and indicators to measure impact, outcomes and performance. Put simply, the basic logic of the ToC is, '**If** we do **X**, then **Y**, because **Z**.' Hypothetically, in DDR strategic planning this could be, '**If** we provide vocational training with job placements for ex-combatants, **then** we will reduce the likelihood of ex-combatants returning to conflict, **because** once ex-combatants are in gainful employment they are more socially and economically embedded in their communities and will have a source of household income.'

A ToC is a hypothesis that can be tested and revised over time. As such, the **assumptions** behind the modelling should be made explicit, documented, and interrogated during planning and again at intervals during implementation. Assumptions are propositions, taken for granted, without reference to facts. They are the values, beliefs, norms and perspectives, both personal and professional, that a stakeholder may bring to the DDR strategic planning process. A DDR ToC should be underpinned by an honest reflection on stakeholder assumptions that includes prior policy and practice.

BOX 4: THEORY OF CHANGE - CONTINUED

In the hypothetical example above, assumptions could include, 'There are economic opportunities available, employment results in economic and social embeddedness, and vocational training is what ex-combatants want after demobilization.'

A DDR ToC is embedded in the context in which the DDR process will be implemented. How the change envisioned in the ToC will be achieved in one context is not automatically transferable to another. This and the need to interrogate the assumptions behind a DDR ToC underscore the importance of a robust context analysis (see IDDRS 3.11 on Integrated Assessments for DDR).

By being rooted in context, a DDR ToC maps the interdependencies between the DDR process and its key activities with other processes and requirements (such as SSR, transitional justice, economic recovery, gender equality/women, peace and security agenda). It should be used to plan for alternative courses of action if these other processes become stalled.

A DDR ToC should provide DDR practitioners with a flexible approach to analyse complex contexts and processes while promoting a logical flow from DDR processes to outcomes. This logical flow will be clarified and explored in the DDR process logic models (see IDDRS 3.20 on DDR Programme Design).

Step 5

For each DDR measure, the planning must present the relevant legal frameworks (see IDDRS 2.11 on The Legal Framework for UN DDR). This step is important to identify policy, programmatic, communication and operational implications, including any additional red lines not identified in the first step of the process. The legal framework also informs the determination of roles and responsibilities. In situations where there is no identifiable national legal framework, strategic planning will need to foresee steps to help the national authorities establish one.

Step 6

The determination of roles enables the planning of the most appropriate governance and coordination arrangements. These shall be established in a manner that promotes national leadership and ownership of the DDR process (see IDDRS 3.30 on National Ownership and National Institutions in DDR).

While each context and DDR process will require tailored governance and coordination arrangements, standards usually include:

- A strategic oversight mechanism, at ministerial level, with senior UN leadership (often in a co-chair role) and high-level representatives from donors, implementers and civil society; and
- A programmatic and operational coordination mechanism, often led by the national DDR commission (or similar institution), with all relevant implementing partners.

Step 7

DDR processes may involve large logistical and administrative requirements (see IDDRS 3.40 on Logistical Support for DDR). The value of embedding logistical requirements early in the planning phase and as an integral element of the plan is twofold: it grounds the DDR processes in concrete costs and timelines, and it enables those responsible for providing such support to prepare accordingly, as many of these activities require a long lead time, especially in challenging operational environments.

As indicated in section 12, it is therefore essential for the planning team to include experts in logistics (and mission support when a peace operation is present) at the very beginning of the process, and to subject strategic choices to a logistics test (see section 11).

Step 8

For each process and its key activities, the plan should articulate an overall estimated cost and identify sources of funding. The costing of the plan should be iterative, with funding estimates revised as the objectives, scope, scale and activities are refined (see IDDRS 3.41 on DDR Budgeting and Financing).

The costing should be comprehensive, and always include logistics and other operational and administrative requirements, as well as communication, monitoring and evaluation needs. In the past, failure to include such costs has undermined DDR processes.

DDR programme budgets, including those of agencies, funds and programmes, should assign a minimum of 20% of the budget to all gender-related activities and female-specific interventions, including expertise and programmatic interventions to address gender-based and sexual violence (see IDDRS 5.10 on Women, Gender and DDR for additional guidance).

Funding sources should include national and international dimensions: in particular, the DDR planning team should determine if and what can be funded through the national budget, based on discussions with relevant ministries and international financial institutions. Where applicable, links with local-level (regional, municipal) plans and budgets should be determined, including opportunities for budget transfers for local-level planning and implementation.

Potential international funding sources include assessed contributions (when a peace operation is present), agency core resources, global funds and bilateral support (see IDDRS 3.41 on DDR Budgeting and Financing for more details). The establishment of dedicated DDR pooled funds should be considered.

For each potential source, the plan should determine key parameters: nature (grant, loan, etc.), duration (short term, multi-year), accessibility (time required to secure the funding), transaction costs (resources required to secure the funding), and any other conditions, as some sources may come with restrictions (notably, on the type of activity that can be funded).

All these parameters must be factored in to design a funding approach that allows the activities to be funded and implemented as planned. Potential funding sources should then be matched. They may at times lead the planning team to review the plan's design, including objectives, scope and activities, accordingly.

Given the highly fluid and complex nature of the environment in which DDR processes take place, and the interdependencies with other processes, DDR practitioners should prioritize funding sources that are provided with the highest degree of

flexibility and the lowest transaction costs (see also IDDRS 3.41 on DDR Budgeting and Financing).

Step 9

At a strategic level, the planning process should set the overall ambitions towards which each partner will contribute by outlining a results framework. At a minimum, the strategic plan should define the following level of results:

- Overall goal of the plan, defined as the intended long-term effects of its implementation; these can be framed in relation to national visions and priorities, Security Council mandates; UNSDCF and/or the 2030 Agenda and the Sustainable Development Goals; and the women, peace and security agenda.
- Strategic objectives, defined as institutional, behavioural or legislative changes that are critical for progress towards the desired impact, and to which the various actors involved in the DDR strategic plan can collectively make a substantial contribution. They may also be presented as expected accomplishments and/or outcomes.

While the strategy should focus on the high-level objectives described above, it is recommended, where possible, to include selected key outputs as well, defined as the changes in capacities, knowledge of individuals and institutions, or availability of new or improved products and services from the implementation of the plan's key activities. Doing so will enable linking the strategic planning to the programme design stage (see IDDRS 3.20 on DDR Programme Design).

Together, these are the common, collective results. More specific results deriving from these common results may then be defined by each actor in their respective programming frameworks/documents (see IDDRS 3.20 on DDR Programme Design).

For each result, the DDR planning team should define a small set of qualitative and quantitative indicators, with baseline, target and means of verification. The results framework with these metrics grounds the plan in what shall be achievable targets (see IDDRS 3.50 on Monitoring and Evaluation of DDR for further guidance).

Finally, it is recommended to subject the plan and its results framework to a review of its 'evaluability'. This exercise, undertaken by monitoring and evaluation experts,¹ determines whether the plan provides sufficient and clear information to enable effective subsequent monitoring and evaluation. If not, results and their indicators, baselines and targets should be further refined.

Normative obligations: in line with DDR principles, the strategic plan should articulate how the DDR processes will meaningfully incorporate considerations regarding gender, human rights and conflict sensitivity/do no harm.

Therefore, as the strategic plan is being put together, as well as when it is finalized, clear approaches should be defined for each planned DDR measure and related key activities, based on the findings of the assessment. Relevant data gaps should be articulated along with remedial measures to be undertaken during implementation. Risks of non-adherence to these obligations (notably as a result of data gaps) should be included in the plan's risk register.

Step 10

As a final step, the results of the process outlined above shall be summarized in a DDR strategy. See further details in section 10.

DDR strategies and plans should remain flexible to adapt to changing circumstances and demands at the country level, and should possess a capacity to operate within evolving parameters (e.g., change in political situation) and new opportunities. Continuation planning involves a process of periodic reviews, monitoring and real-time evaluations to measure performance and impact during implementation of the DDR process, as well as revisions to programmatic and operational plans.

Furthermore, in contexts where significant elements of the DDR process are undertaken by a peace operation, DDR processes rarely end with that operation's exit. While security may be restored, the broader task of linking the DDR process to overall development, i.e., the sustainable reintegration of ex-combatants and long-term stability, often remains. It is therefore essential that the departure of the peace operation is planned with the Government, the UN country team and other partners in the strategic plan as early as possible to ensure that all outstanding financial, logistical and human resources responsibilities are fully assumed for the continuation of the longer-term aspects of the DDR process.

8. Risk management – general guidance

The implementation of DDR processes carries significant risks to all actors involved, from direct participants to donors, especially in contexts where there is active conflict. Therefore, planning such processes must include a robust risk management dimension, to ensure that all potential risks are identified and addressed both before and during implementation.

The planning of DDR lends itself well to robust risk management in three ways:

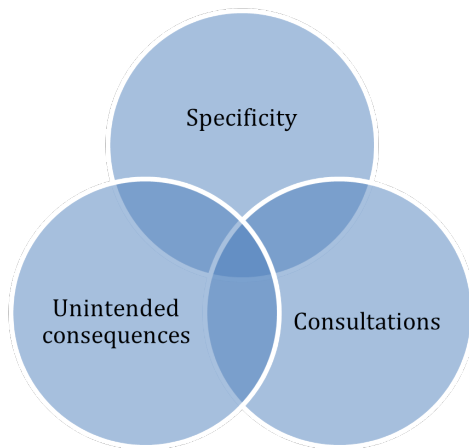
- 1. The implementation focus:** Risk management must be understood and used as an enabler of delivery, and not as a constraint or a restriction. As such, risk management reinforces the focus on implementation that drives DDR planning.
- 2. The consultation premium:** Exposure to and comparison of different perspectives and worldviews on what constitutes a risk are necessary conditions of sound risk management. The breadth and depth of consultations required for risk management is consistent with the consultative process that underpins DDR planning.
- 3. The imperative of coordination and mutual accountability:** In many areas, different risks involve different risk owners, and risk responses are often interrelated. These connections are particularly salient in DDR processes, with many actors responsible for managing separate but interdependent aspects of the DDR process; proper risk management therefore involves a degree of coordination and mutual accountability that can strengthen collective DDR efforts.

8.1 Standard risk management steps

As with many other fields, the general approach to risk management in DDR planning should follow the general methodology provided by International Standards Organization 31000 on Risk Management. It consists of a simple but structured set of questions that can be summarized as follows:

- What is the context in which the DDR process is occurring?
- What are the objectives of the DDR process?
- What are the risks to the DDR process?
- What are the risk drivers?
- What is the level of each risk, as a function of the likelihood and consequence of its materializing?
- What are the right risk treatment measures for each risk, and are they already in place?
- Who owns each risk treatment measure?

In following this structured line of inquiry, DDR planners should consider three critical dimensions:



Specificity

As DDR processes involve many actors and dimensions, it is important to be as specific as possible when identifying risks. Such specificity enables the identification of the right treatment measures and the most appropriate risk treatment owner.

In particular, the plan should be as specific as possible in addressing the questions 'risk of *what?*' and 'risk to?' and should articulate the answers to both in straightforward risk statements.

Example: The provision of reintegration support to identified participants and communities results in increased security threats (*risk of*) to DDR staff (*risk to*); the provision of cash to eligible recipients may trigger violent reactions from other individuals/communities.

The specificity of the risk statement allows for specificity in the analysis of risk drivers (e.g., what generates the risks of and risks to). In the example, the risk drivers may include weaknesses in eligibility criteria and/or perceptions of unequal treatment by other communities.

In turn, the more specific the risk drivers, the more specific and effective the treatment measures can be. In this example, appropriate ways to address the risk may include the provision of additional expertise to review the selection criteria, strengthening communication to other communities, and/or increasing security measures for DDR staff. These measures can reduce either the likelihood of the risk or the severity of its impact.

A similar degree of specificity should apply to the owners of the treatment measures. For example, rather than assigning one risk treatment to the ‘Government’ or the ‘UN’, a DDR strategic plan should, to the extent possible, name the Government ministry or institution or the UN unit or entity that should treat the risk.

Unintended consequences

Risk management brings DDR trade-offs into sharp relief. For DDR practitioners, risk treatment measures often generate new, or ‘second order’, risks. For example, the increase in security measures (e.g., removing DDR staff from certain locations) will incur other risks, such as fiduciary risks, if the DDR process includes a transfer of financial resources in these locations, and/or programmatic risks if fewer capacities are on the ground to monitor if ‘harm’ is being done.

Hence, in planning DDR processes and risk treatment measures, DDR practitioners should anticipate such second-order risks and establish systems for their proper monitoring.

8.2 When to embed risk management in DDR planning

Different moments in the planning of a DDR process provide an opportunity to identify risks and appropriate treatment measures. These include:

- **The context analysis:** At this initial stage, the intent is to begin identifying broad categories of risk factors (e.g., security, political dynamics) that may affect potential DDR processes. DDR planners should record them for further refinement later in the process.
- **Design:** As the DDR process is being formulated, a risk register can be gradually developed for each of the DDR process’s strategic objectives, and for the overall process. For example, as mentioned in section 7, the definition of roles and responsibilities may reveal potential reluctance or resistance to the plan, which needs to be addressed prior to finalization.
- **Finalization:** Once all the elements of the process are brought together, the entire plan should be reviewed for risks. A stress-testing exercise should be conducted (see section 11).
- **Implementation:** Given the complexity of DDR processes, identified risks should be monitored throughout implementation, notably, through trend analyses of risk drivers (e.g., are the factors that generate risk increasing in intensity, in frequency?). Implementation will also inevitably yield previously unforeseen risks. As such, DDR practitioners should regularly create risk assessment moments to review existing risks and explore new ones, based on wide consultations.

9. Outreach – general guidance

In any DDR planning process, the intent of outreach is to enable implementation by developing and strengthening wide support for the planned process, while reducing potential resistance.

At the very beginning of the planning process, DDR practitioners shall therefore determine who needs to be engaged, when and for what purpose (see IDDRS 4.60 on Public Information and Strategic Communication in Support of DDR). The range of actors who need to engage in the planning should be broad and reflect the various needs, roles and capacities found in DDR processes. DDR practitioners should follow guidance provided in IDDRS 3.21 on DDR Process Stakeholders to make such determinations, including the potential interests of each actor.

The outreach should have a specific purpose, which should be communicated clearly and effectively to each actor. To determine the purpose, DDR practitioners should use the following typology of engagement strategies as a guide:

- 1. Information sharing:** In some instances, an actor just needs to be provided the information about the DDR process being planned in order to understand it and support it.
- 2. Joint fact-finding:** In this case, an actor's buy-in can be secured by being involved in the analysis and data collection that underpins the planned DDR process.
- 3. Consultation:** Under a consultation, an actor is solicited for his/her views on the plan (or aspects thereof). It is important to clarify that the final version of the plan may not include all or any of the inputs solicited. Failure to do so may increase resistance to the plan.
- 4. Agreement:** In this case, the actor's formal approval is being sought for the plan to be finalized. Without such an agreement, the plan cannot move to implementation.

In the broad constellation of DDR constituents, several will just need information. Others (e.g., national DDR commission, key donor, etc.) will require a formal agreement. For many, consultations are often sufficient, as long as they are conducted meaningfully and transparently at key moments of the planning process, including as the plan is being finalized.

The determination of which engagement approach is most appropriate is context specific, but it shall account for a number of principles, including national ownership and the people-centred imperative, and other considerations such as the actor's expected role in the implementation of the DDR process(s) and ability to enable or undermine their success.

Note on outreach risk: For the UN and its partners, the planning of DDR processes is often conducted under circumstances of high political pressure and expectations. DDR practitioners must manage expectations and avoid making promises to any actor, and must conduct such outreach with explicit references to the overarching principles that guide DDR processes, as articulated in IDDRS 2.10 on The UN Approach to DDR and in this module.

10. Planning document/DDR strategy – general guidance on structure

The outcome of the strategic planning process should be reflected in a DDR strategy that should serve as the overarching framework from which more specific programmatic instruments derive. For the UN in particular, this document will therefore inform mission instruments (e.g., mission implementation plans, results-based budget) when a peace operation is deployed, and entity-level programme documents.

The following list presents the standard hierarchy of planning documents, and where a DDR strategic plan would normally fit in such a hierarchy.

Hierarchy of planning documents:

UN peace operations

- UN Security Council
- Integrated Strategic Framework (ISF)
- DDR strategic plan
- Individual programme/process implementation plans by entities
- Results-based budget

UN agencies, funds and programmes

- UNSDCF and/or ISF and/or Humanitarian Response Plan
- DDR strategic plan
- Joint annual work plans (which should reflect entity contributions to the DDR plan)
- Entity-specific programme documents (including joint programmes where relevant)

The exact relationship between a DDR strategy and other formal UN planning instruments is determined by:

- **Timing:** A DDR strategy could be developed before or after an ISF or a UNSDCF, in particular. The exact timing should inform subsequent mutual revisions.
- **Scope:** A DDR strategy should apply to a wide range of actors beyond the UN. As such, it follows different procedures for design, consultation and finalization.

10.1 Content of the DDR strategy

The development of the DDR strategy should take into account the possible existence of a higher-level document, such as a national DDR policy that may have been adopted, in certain legal systems, as a legislative act. The national DDR strategy will build on such a policy document, making sure to avoid overlaps and to provide strategic guidance to the development of programme documents (see IDDRS 3.20 on DDR Programme Design).

To ensure wide buy-in for implementation and guide the development of more specific programmes, a DDR strategic plan should always provide the following minimum information, based on the process described in sections 6 and 7:

1. Summary of context and the rationale for a DDR strategy: This should include the authorizing frameworks (e.g., Security Council mandate, peace agreement, UNSDCF, etc.) for the DDR processes.
2. The universal and context-specific principles that underpin the strategy: activities. Universal (general) principles should be included (see IDDRS 2.10 on The UN Approach to DDR), but principles that are specific to the operating context and associated requirements should also be reflected.
3. The terminology, assumptions, evidence and data on which the strategy has been developed: Data gaps should be acknowledged, and the plan should articulate the impact of these gaps on strategic choices made and initiatives to address them.
4. The planned DDR process(s) organized around the DDR process: For each DDR measure, the strategy must formulate clear strategic objectives and common results, strategic implementation approaches to be used (including sequencing) and links with other DDR processes (e.g., SSR, mediation, economic development).
5. Main roles and responsibilities of national and international actors, and overall governance and coordination arrangements for the implementation and monitoring of the strategy: Where relevant, this section should explain the links between roles and areas/sources of support required by any actor.
6. Main operational considerations and requirements (see IDDRS 3.40 on Logistical Support for DDR for more details): This section should include operational constraints and challenges, and means to address them.
7. Funding framework: Based on an overall cost estimate, this should present anticipated sources of funding, disaggregated for each DDR measure, per strategic objectives and common results at a minimum.
8. Communication: The strategy should articulate the main communication principles, actions, audiences and messages, as well as roles and responsibilities; these will then be developed in the dedicated communication strategy (see IDDRS 4.60 on Public Information and Strategic Communication in Support of DDR).
9. Shared results framework: For the highest-level objectives, such as goal (impact) or outcomes, the document should include disaggregated results indicators, with baselines and targets, and means of verification (see IDDRS 3.50 on Monitoring and Evaluation of DDR for more details); this will become a seed for the results-based framework to be further developed as part of the programme design (see IDDRS 3.20 on DDR Programme Design).
10. Strategic plan risk register: As presented in section 8, the plan should acknowledge limitations and gaps and the treatment measures to address them.
11. Review process: Considering the risks inherent to DDR processes and the fluid environment in which DDR processes take place, the plan should clearly outline the time frame for regular reviews, and how these reviews will be organized (participants, methodology).

11. General guidance for the finalization of strategic planning

Planning DDR processes shall conclude with the following steps:



Stress test

Stress testing is a planning technique and moment that should be undertaken shortly before the end of the process, but with sufficient lag time before the plan is to be concluded to incorporate outcomes of the stress test into the final version.

Under a stress test, a team of individuals, convened under a personal capacity, reviews the plan and subjects it to a number of ‘hard questions’. The purpose is to identify outstanding gaps, weaknesses and risks and to sharpen, if need be, the plan’s logic and objectives. In other words, it provides an opportunity to improve the plan before implementation.

For this exercise to work, it is important to convene a stress test team of four to five impartial individuals, without any vested interest in the content of the plan. As a team, these individuals should combine DDR process expertise with knowledge of the context and strategic planning skills.

Conducted in a workshop format, in the presence of UN staff and partners who have developed the plan, the stress test team should interrogate the plan along the following dimensions:

- Robustness of contextual analysis and of evidence, data and assumptions used;
- Consistency between the analysis/assessment and the choice of DDR process, and the strategic objectives chosen;
- Suitability of the plan to context, and adaptability to different scenarios;
- Implementability of the plan, including resources, capacities, logistics, buy-in of actors and evaluability;
- Adherence of the plan to DDR principles and normative obligations, including gender, human rights and conflict sensitivity/do no harm; and
- Alternative courses of action.

DDR practitioners engaged in DDR planning may also choose to conduct multiple stress test exercises throughout the process; however, for these exercises to be useful, a reasonably comprehensive draft of the plan must be available. The decision to incorporate the findings and observations of the stress test team into the final version lies with the DDR practitioners in charge of the plan.

Communication

Communicating the DDR plan is an essential part of its finalization. In doing so, DDR practitioners must follow the specific guidance in IDDRS 4.60 on Public Information and Strategic Communication in Support of DDR, notably regarding adopting contextually and culturally appropriate means of communication and ensuring accessibility by the populations and communities most affected by the plan.

Communication efforts must focus on transparency and accuracy, to avoid creating unrealistic expectations. To this end, how the plan is communicated, including local translations, must be closely managed to ensure that what is being said about the plan conforms with what is in it.

Reactions to the plan should be closely monitored to identify potential risks of resistance and other obstacles to implementation. Careful consideration should be given to potential misperceptions and/or manipulation of the plan, its intent and content. Communicating the plan broadly and transparently to all concerned actors also serves to reinforce the principle of mutual accountability for its success.

Programmatic translation

The finalization of a DDR process plan marks the activation of the next phase, in which the plan is translated into more specific programmes and their work plans, with detailed timelines and budgets.

Guidance for both the process and content of such programmes is provided in IDDRS 3.20 on DDR Programme Design. As articulated in section 5, many programmatic elements can be developed as the strategic plan is being designed. However, in the timeline to actual implementation, some space must be created between finalization of the plan and implementation, during which specific programmes can be completed with additional programmatic and operational details. This time lag must also account for any need to mobilize resources before implementation.

12. Organizational considerations in DDR planning – general guidance

The organization of a DDR planning process shall adhere to the following two imperatives:

- 1. Whole of UN and Whole of Practitioner approach:** While there should be clarity on the entity (and individuals) that will lead and coordinate the planning phase, it should be structured in a manner that provides a meaningful role for all UN entities, partners and Government institutions that may be expected to have a role in the process. In contexts where there is a UN mission with a DDR unit, the UN's engagement in the planning should not be confined to that unit; expertise from other units (including the political unit, legal, security sector reform, human rights, gender, child protection, mission support/logistics, the UN Mine Action Service, etc.) should be included. A number of UN agencies, funds and programmes need to contribute as providers of analytical inputs and normative advice, and/or as implementing entities. In contexts without a UN peace operation, the planning effort should avail itself of support from

all relevant UN entities, including those in the Secretariat. It shall always ensure the inclusion of legal and dedicated normative expertise, notably in the areas of human rights, child protection and gender, sourced in-country or from regional and global offices.

- 2. Strong links with operations:** DDR processes require careful and thorough consideration of operational requirements. Depending on the type of DDR process, dedicated planning capacities may be required for security, camp management, transportation and supply management. The planning team must also include expertise in funding instruments and resource mobilization.

12.1 Structures

The structures required for planning DDR processes are a function of the UN configuration in-country.

If the planning is undertaken as part of the deployment of a new UN mission, the structures used for planning the DDR process and developing a strategic plan for DDR processes should follow the guidance provided by the Integrated Assessment and Planning Policy of 2013. DDR considerations will first be embedded in a strategic assessment mission, bringing together the entire UN system (from headquarters and as representatives of the UN country team). In most cases, and following the adoption of the mandate by the Security Council, a specific DDR technical assessment team may be deployed to further elaborate the DDR plan.

For both the strategic and technical assessments, the principles of inclusivity and transparency shall be followed. Governments, communities, other relevant national actors and donors should be fully engaged, and, where and when capacities exist, national authorities should lead the process. Similarly, the UN country team should, at all times, participate in the planning process, under the leadership of the Resident Coordinator.

Once the UN mission is deployed, the focus of any subsequent planning must reside in-country. For the UN, the relevant units of the UN peace operation and the members of the UN country team work jointly through a dedicated DDR task force. Headquarters-level support and engagement in the planning are undertaken by integrated task forces according to integrated assessment planning principles and approaches.

In contexts without a UN mission, planning for DDR processes must always be situated in-country, under the leadership of the Resident Coordinator and with all relevant UN entities supported by their respective regional or global DDR expertise. In line with the reform of the UN development system, non-resident entities, as well as relevant Secretariat entities, should be included in DDR planning efforts.

In all contexts, and wherever feasible, the design of the UN and its partners' responses to national DDR efforts should be undertaken on the basis of joint planning structures. To minimize transaction costs, DDR practitioners may want to organize the planning process around three generic structures:

- A broad steering committee, with Government and key stakeholders (notably donors) to build the political and financial support for the outcome of the planning process; actors in related sectors (e.g., SSR, mediation, economic recovery) may be brought in periodically to ensure adequate linkages with the DDR planning process.

- A small core planning team or secretariat, to undertake the day-to-day planning work, including the analysis, with clear lines of communication with national counterparts.
- A more informal consultative mechanism (which can be replicated at local or regional levels, or divided into different stakeholders) to solicit perspectives, feedback and inputs; this mechanism can enable informal outreach to other, higher-risk parties (e.g., non-signatory groups) and gauge their positioning in relation to the envisioned processes.

Annex A: Abbreviations

CVR	community violence reduction
ISF	Integrated Strategic Framework
SSR	security sector reform
ToC	theory of change
UNSDCF	United Nations Sustainable Development Cooperation Framework

NOTE

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