

3.21 DDR Process Stakeholders

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3.21 DDR Process Stakeholders

Summary

As identified in guidance on strategic planning (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures), successful international support of disarmament, demobilization and reintegration processes demands considerable planning. As many different actors are involved in DDR processes and the complex links with other conflict or post-conflict responses, integrated planning, effective coordination and coherent reporting arrangements are essential including coordination with and across national, regional and international stakeholders.

National actors include male and female adult, youth and children (including those associated with armed forces and groups). Receiving communities, which may include those accepting returning internally displaced persons and refugees, are also central stakeholders. Other national actors who shape DDR processes include armed forces and groups, among them the military and militia and self-protection groups; the police; national and/or transitional Governments, political parties and leaders; provincial and local authorities; civil society actors, including women's leaders and associations and youth groups; the private sector; and the media.

The third group that influences DDR includes international actors such as the UN system, bilateral and multilateral donors, and regional and other international organizations. The efforts of all these stakeholders should be coordinated to ensure that they work towards a common (shared) vision of peace and security, and channel their resources towards a common goal.

At any time, a stakeholder may constitute a participant or beneficiary in DDR processes. Participants are all persons who receive direct assistance through the DDR process, including ex-combatants, persons associated with armed forces and groups, and others identified during negotiations of the political framework and planning for a UN-supported DDR process. Beneficiaries are individuals and groups who receive indirect benefits through a UN-supported DDR process. These include but are not limited to communities in which DDR process participants resettle, and businesses where ex-combatants work as part of the DDR programme.

Participants and beneficiaries may be national/local, regional or international. For example, members of beneficiary communities may be national or transnational by virtue of being located in zones spanning multiple recognized international borders or by virtue of being migratory. Members of armed groups may be foreign combatants that entered a country and were directly involved in armed conflict. They may originate in a neutral country, or they may originate from a non-neutral country. DDR practitioners shall be aware of this complexity when planning DDR processes and shall understand the applicable international humanitarian, human rights and refugee laws that may apply to some participants, including the principle of *non-refoulement* and

the obligations of host countries under international law. DDR practitioners shall be aware of the complexities posed by cross-border populations, including combatants who will be engaged in the DDR process, and should plan accordingly (see IDDRS 5.40 on Cross-Border Population Movements).

1. Module scope and objectives

This module provides an overview of the stakeholders involved in DDR processes. It examines their profiles and roles, whether they are participants or beneficiaries of DDR processes, or are involved in the planning, delivery or funding of a DDR process. The module offers guidance on important considerations concerning their engagement. Although a broad range of national and international stakeholders are discussed, specific contexts may include other actors not presented here, nor are all those mentioned to be found in every DDR process.

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.

Also, for the purpose of this module, the term **national stakeholder** applies to any individual or institution in and from the country in which the DDR process is taking place. The term **international stakeholder** applies to any individual or institution not from the country in which the DDR process is taking place but who is engaged, in some capacity, in the DDR process.

3. Introduction

A successful integrated DDR process aims to support the transformation of individuals from combatants to civilians and of societies from conflict to peace. These complex changes are brought about by a range of local, national, regional and international actors working in partnership to achieve a common goal — sustainable peace. It is important to understand who these actors are, their roles and profiles, and when and how

to engage with them. Any of those actors/stakeholders can potentially play the role of a DDR supporter or spoiler. As a matter of principle, all engagements by DDR practitioners with DDR stakeholders aim at placing as many as possible among the former, and, consequently, leaving as few as possible among the latter.

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 stakeholders in the DDR process.

4.1 Unconditional release and protection of children

Children are key stakeholders in DDR processes (see section 5.4). When DDR programmes, DDR-related tools and 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 families and communities (see IDDRS 5.30 on Children and DDR).

4.2 Gender responsive and inclusive

UN Security Council resolution 1325 (2000) states that all departments and agencies of the UN system have a duty to promote the representation and participation of women in all phases of DDR, to remove obstacles to their participation, and to provide alternative forums for their participation, as well as ensure access to appropriate capacity-building programmes. While this duty is incumbent on all national and international stakeholders, pre-existing gender concepts in many DDR host countries make it especially important for DDR practitioners to keep this provision in mind while engaging with national stakeholders (see IDDRS 5.10 on Women, Gender and DDR).

Every stakeholder brings a unique capacity to DDR processes, including participants and beneficiaries whose voices and perceptions shall be heard in the planning of the responses and throughout implementation. An approach based on maximizing every stakeholder's comparative advantage is a condition for effective coordination and division of labour.

4.3 Nationally and locally owned

The national and local ownership of DDR processes shall be fostered through participatory approaches to planning, design and implementation. Every stakeholder brings a unique capacity to DDR processes, including participants and beneficiaries whose voices and perceptions shall be heard in the planning of the responses and throughout implementation. An approach based on maximizing every stakeholder's comparative advantage is a condition for effective coordination and division of labour. The capacities of national institutions, local communities and other national implementing partners

in designing, implementing and monitoring DDR processes shall be developed and links with other peacebuilding and sustaining peace responses shall be ensured (see IDDRS 3.30 on National Ownership and National Institutions in DDR).

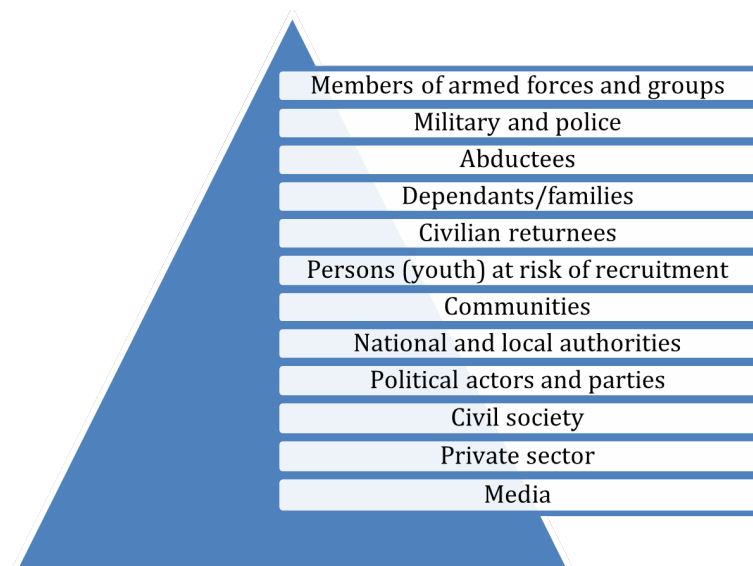
4.4 Accountability and transparency

There shall be accountability, transparency, coordination and communication among all stakeholders in all stages of DDR processes. Stakeholders are partners in the complex task of DDR. Engagement with them involves sharing information not only when they are needed to perform a particular function but in a systematic way. DDR practitioners shall include a robust human rights lens in any stakeholder analysis and stakeholder engagement. In particular, the assessment of needs and the determination of roles and responsibilities shall be conducted through the rights holder and duty bearer frame.

5. National stakeholders

There are many categories of national stakeholders (see Figure 1).

FIGURE 1: NATIONAL STAKEHOLDERS IN DDR



5.1 Members of armed forces and groups

Members of armed forces and groups are the primary stakeholders of DDR processes. They constitute a wide and varied constituency for DDR, requiring differentiated responses. The nature of the engagement required depends on a number of factors, including context (and notably the existence or possibility of a peace agreement with DDR-specific provisions), the nature of the conflict and the status of these forces (including whether they are signatory to a peace agreement and/or their presence on designated lists).

Furthermore, the engagement shall always be informed by the composition of these armed forces and groups. Within each one of them, differentiated responses shall be provided to combatants, with critical distinctions between commanders and regular troops; between male and female combatants; between adults, youth and children; and between combatants with disabilities and/or chronic illnesses and those without (see IDDRS 5.20 on Children and DDR; IDDRS 5.30 on Youth and DDR; IDDRS 5.70 on Health and DDR; IDDRS 5.10 on Women, Gender and DDR; and IDDRS 5.80 on Disability-Inclusive DDR).

BOX 1: NON-SIGNATORY GROUPS

Ideally, the DDR of all armed forces and groups is discussed as part of the peace accord and/or political agreement (including local/community-based agreements), and the differing motivations and interests of leaders and members of armed forces and groups are understood before DDR processes begin.

If other forces and groups have not been represented in political processes or formal institutional mechanisms for DDR and/or have not signed the national or local peace agreement, a framework must be set up to secure their buy-in and participation, in particular of those who recruit and use children. This is especially important in areas where informal militias and/or criminal gangs have been active in conflict (see IDDRS 6.40 on DDR and Organized Crime).

When dealing with such groups, the UN and partners must ensure that they have a mandate to do so. When and if the mandates of many peacekeeping missions are linked to a peace agreement, the mission's mandate may be limited to assisting with the DDR of the groups listed in the agreement. In such cases, the role and capacities of UN agencies, funds and programmes, civil society, and other international actors should be leveraged to engage with other actors through DDR-related tools and reintegration and/or non-DDR-specific peacebuilding, recovery and development responses, as well as to make use of existing specific protection mandates, such as children in armed conflict as entry points for DDR.

5.2 Military and police

National military and police are key stakeholders in DDR processes. Traditionally, and for DDR programmes in particular, the focus has been on the involvement of the national military, either as participant (for some of its forces) in the rightsizing of the security sector, or as a provider of security for cantonment sites or weapons depots. The military leadership also plays a critical role in the strategic decisions over the future of the security sector, to which DDR processes contribute (see IDDRS 4.40 on UN Military Roles and Responsibilities).

The police also have an important role. For example, it is essential to engage with national and local police structures for community violence reduction (CVR) programmes, notably those involving community security and police rapprochement. Even in DDR programmes, success often hinges in part on links being established with the police (and other components of the criminal justice system) to address DDR-relevant priorities, including the risk of increased criminality until reinsertion and reintegration opportunities materialize fully, or the risk of increased proliferation of small arms in communities (see IDDRS 4.50 on UN Police Roles and Responsibilities).

However, in contexts that require DDR processes, both military and police may suffer from low legitimacy and weak capacity. They may be vulnerable to political agendas and manipulation. In some instances, members of the military and/or the police may have perpetrated crimes during the conflict. It is therefore essential to include a thorough assessment of both institutions in any DDR planning exercise (see IDDRS 3.10 on Integrated DDR Planning), and for any engagement with either institution to be informed by political, legal and technical considerations. In particular, support to national military and police as part of DDR processes (e.g., provision of security, weapons disposal) shall always be subject to the United Nations' Human Rights Due Diligence Policy.

Also, in such contexts, both institutions are often the recipients of many, at times competing, offers of assistance from the international community. Support for their engagement in DDR processes should be coherent and factor in these broader pressures.

Notably, the role of both institutions in any DDR process should be designed and supported in a manner that is consistent with other peacebuilding, sustaining peace and recovery agendas, such as security sector reform, reintegration or economic development (see IDDRS 4.30 on Reintegration and IDDRS 6.10 on DDR and Security Sector Reform).

5.3 Abductees

Abduction is a common but largely unrecognized feature of modern conflicts and is a serious violation of humanitarian and human rights law. Male and female adults, youth and children are all vulnerable to abduction or forced recruitment by armed forces and groups. They are forced to perform a number of military and non-military support roles and are often exposed to extreme violence for extended periods. The abduction of children in situations of armed conflict is often linked to other grave violations, including recruitment and use by armed forces and groups and sexual violence (see IDDRS 5.20 on Children and DDR).

The UN shall work at all times for the unconditional release of abductees associated with armed forces and groups — during open conflict, when peace negotiations are underway and before the establishment of a national DDR process. Identification mechanisms for abductees must be a priority, and programmes must be set up to enable abducted persons to decide on reintegration options in safety, separate from their captors.

DDR processes should include age-appropriate and gender-responsive support to abductees, notably in terms of psychosocial, health and reintegration services.

5.4 Children associated with armed forces and groups

The recruitment and use of children by armed forces and armed groups represents a violation of their rights. When children have been recruited into armed forces and groups, their unconditional and immediate release must be a priority, irrespective of the status of peace negotiations and/or the development of DDR processes. Children shall be separated from armed forces and groups and handed over to child protection

agencies at all times, not only when adult combatants are being demobilized. Irrespective of how children were recruited, the unconditional and immediate release of children associated with armed forces and groups shall be required. Any person under 18 years old must be supported to demobilize and reintegrate into families and communities at all times. Girls and boys associated with an armed force or group in any role shall be identified as early as possible and handled in accordance with the Paris Commitments and the Paris Principles on children associated with armed forces and groups. For further information, see IDDRS 5.20 on Children and DDR and IDDRS 5.30 on Youth and DDR.

5.5 Dependants/families

Dependants are civilians who rely on a member of an armed force or group for their livelihood but who are not themselves taking part in armed violence. Because they are civilians, they do not always directly participate in the disarmament and demobilization phases of DDR programmes or specific DDR-related tools (e.g., weapons and ammunition management). While differentiation is critical, considering the potential for dependants to pose as ex-combatants to benefit from specific DDR support, their needs shall always be considered in the strategic planning of DDR, notably in terms of protection and livelihoods.

Criteria for establishing the status of dependants shall be developed according to local contexts and social norms, while national institutions will generally determine policy on their direct benefits. Evidence shows that including women when support is provided has a positive impact on the well-being of the family (see IDDRS 5.10 on Women, Gender and DDR). In some cases, especially when cash payment or marketable items (whether food or non-food) are handed over as part of reinsertion assistance, giving them to the family of the eligible ex-combatant as opposed to the ex-combatant him/herself can ensure a more durable impact. In DDR all risks shall be anticipated and managed. If the re-allocation of benefits to dependants of ex-combatants presents risks to those dependants (such as violence perpetrated by the ex-combatant), then appropriate safeguards shall be in place to protect dependants.

As far as possible, dependants should participate in the planning and delivery of reinsertion and reintegration support programmes. Attention should be given to the needs of particularly vulnerable dependants, such as the children of female and girl combatants, widows, orphans, chronically ill dependants and dependants with disabilities (see IDDRS 5.20 on Children and DDR, IDDRS 5.60 on Health and DDR and IDDRS 5.80 on Disability-Inclusive DDR).

Dependants of armed individuals should also be included as key stakeholders in the design and implementation of DDR-related tools. Particular attention, including through gender- and age- appropriate interventions, should be paid to issues of protection (including from retaliation) and alternative livelihoods, while avoiding the provision of material or financial assistance to active members of armed groups to whom dependants may still be tied (see IDDRS 2.30 on Community Violence Reduction).

5.6 Civilian returnees

Members of armed forces or groups are not granted refugee status by the UN High Commissioner for Refugees, to avoid aiding people who have been responsible for human rights violations and war crimes. However, certain former members of armed forces and groups, possibly self-demobilized, may be present among refugee and returnee populations. If these individuals require assistance (some of them may not wish to identify themselves), it is possible to identify them in consultation with the general local population and with the UN High Commissioner for Refugees and the refugee/internally displaced persons or returnee committee, and then to determine whether they are eligible to engage in DDR processes (see also IDDRS 4.10 on Disarmament, IDDRS 4.30 on Reintegration and IDDRS 5.40 on Cross-Border Population Movements).

5.7 Persons at risk of recruitment

Armed forces and groups may continue to recruit while DDR processes are ongoing. Thus, community violence reduction and reintegration programmes within communities should pay special attention to those most at risk of recruitment, including youth and children. Youth groups and organizations, including those led by young women, should be part of the planning and implementation of DDR processes, and their views on how to tackle recruitment should be proactively sought (see IDDRS 5.30 on Youth and DDR).

5.8 Communities

While many DDR processes initially focus on individuals in armed forces and groups, they should all be designed with the aim of assisting the general population, and notably the communities who benefit from increased security when former combatants are assisted to become civilians and weapons and ammunition are collected and controlled.

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Communities, therefore, should always be a principal partner in DDR processes, including in the planning and implementation of responses, notably reintegration strategies and as stakeholders in the outcome. Such partnerships should be formalized wherever possible, e.g., through community dialogue mechanisms. It is important to recognize, however, that, after war or violent conflict, communities may be quite unstable and disorganized. This presents challenges to the sustainability

of the reintegration process, and DDR practitioners should plan for the possibility that communities will oppose the return of ex-combatants (see IDDRS 4.30 on Reintegration).

DDR practitioners should not reconstitute traditional, community power structures that may have contributed to the outbreak of violent conflict in the first place, but instead shall encourage reconciliation and the inclusion of all stakeholders, through promoting the participation of women and often marginalized groups, such as youth, children persons with disabilities, etc.

An effective way of including all members of communities is to ensure that the assistance (training, employment, health services, etc.) needed by certain former members of armed forces and groups is delivered through community-based mechanisms and made available to a range of conflict-affected populations. Where former members of armed forces and groups receive individual reintegration support, this assistance should be limited in time and scope and delivered, as far as possible, through interventions that benefit the broader community. The rehabilitation of infrastructure and other forms of community development could serve this purpose. Through careful sequencing of activities, longer-term assistance to former members of armed forces and groups should be phased into broader community recovery programmes that continue once the work of the reintegration programme is finished.

Communities also form the centre of gravity in all CVR interventions. In fact, the legitimacy and success of CVR are tied to community engagement (see IDDRS 2.30 on Community Violence Reduction). Such engagement should be planned and programmed with a clear understanding of community needs and dynamics, including those related to gender and age, and shall always seek coherence with ongoing non-DDR interventions (e.g., provision of health services, local governance).

5.9 National and local authorities

National institutions, such as national DDR commissions and relevant Government ministries (defence, interior, economic development, gender/women, social services) are at the centre of DDR processes. There are important considerations when dealing with national authorities and their role in DDR processes: they can be perceived — rightly or wrongly — to favour one party over another; they may reflect a fragile balance of power between previously warring parties, making them weak or lacking in legitimacy; and they may lack the technical expertise and capacity necessary to plan and manage complex DDR processes.

These considerations require distinct responses. Regarding the capacity constraint, the UN system and its partners should include specific capacity-building strategies and budgets as part of the planning process (see IDDRS 3.10 on Integrated DDR Planning: Process and Structures and IDDRS 3.20 on DDR Programme Design). The UN system and partners should play a guiding role to ensure that their work derives from an overarching, nationally owned DDR strategy that provides clarity on objectives and institutional roles, and is connected to other peacebuilding/recovery strategies. From this strategic-level support, the UN and its partners can then contribute to performance legitimacy of national authorities through targeted and sustained capacity-building assistance, including through secondments or similar arrangements for the provision of experts and consultants.

When providing support for DDR to national institutions, it is important to establish or strengthen the functional links with Government ministries, which will be responsible for longer-term national recovery and reintegration strategies (see IDDRS 3.30 on National Ownership and National Institutions in DDR).

Local committees may be established to facilitate the implementation of local DDR interventions, such as CVR or weapons and ammunition management. National commissions may also establish local branches benefitting from localized knowledge and

experience. Local representatives of the central government, as well as federal or sub-national authorities, are among the key stakeholders of DDR processes and may have interests in particular DDR outcomes. It is important that the relationship between DDR practitioners and local institutions be mutually beneficial, with DDR practitioners benefitting from the understanding of local dynamics and local institutions receiving capacity support and increased recognition through the extension of State authority.

To ensure a politically balanced and inclusive response, the UN and its partners should support and encourage the broad participation of all parties in the DDR process and all parts of society in national DDR structures, paying particular attention to the participation of women and youth. In this regard, while it is important to maintain central oversight of national processes, supporting or establishing provincial and local authorities to plan and deliver DDR processes allows for flexibility and greater responsiveness to regional and local conditions and dynamics, thus improving the chance for effective and sustainable reintegration. However, the decentralization of decision-making authority for DDR can be a source of difficulties when the central Government tries to consolidate its administrative control over areas and territories in which non-state armed groups have been operating.

Finally, the UN and its partners should always emphasize the links between DDR processes and broader political, peacebuilding, sustaining peace and recovery strategies and imperatives. Where needed, they should leverage their political mandates and influence, as well as those of other partners, to manage political dynamics around DDR processes, including the risks of over-politicization and/or political manipulation. Where appropriate, effective strategic communication should also be used both to strengthen the legitimacy of national authorities and reduce perceptions or instances of political biases on the part of national authorities (see IDDRS 4.60 on Public Information and Strategic Communication in Support of DDR).

5.10 Political actors and parties

All DDR processes are eminently political (see IDDRS 2.20 on The Politics of DDR). Many parameters, including how these processes are conducted and who participates in them, are shaped by political considerations. In turn, DDR processes potentially impact political dynamics. It is therefore essential for DDR processes to engage with the political actors and parties at various stages of planning and implementation. DDR practitioners should design responses based on a robust understanding of:

- The positions and interests of political actors and parties in the DDR process(es), including the extent to which they can support, influence and/or undermine a successful outcome of the DDR process;
- The links political actors and parties may have with other DDR stakeholders, including communities, and their potential connections to armed forces and groups; and
- The expected roles and actions of these political actors and parties in the DDR process(es).

Potential political spoilers should be identified early in the assessment phase and strategies developed to win their support or reduce their potential for opposing DDR. A range of individuals and groups may try to delay or undermine the DDR process,

including those with a political interest in derailing post-conflict transition; those with a personal interest in retaining power through the control of armed groups; and those with commercial or criminal interests protected through armed violence and the breakdown in the rule of law.

In some instances, notably for DDR programmes resulting from a peace agreement signed by political actors and parties, there may be specific roles assigned to these actors and parties. It is therefore important to regularly assess both their willingness and capacity to fulfil these roles. Dedicated interventions to sustain the willingness and build the capacity of political actors and parties may be required, notably through the good office role of a UN mission (if present) or the Resident Coordinator.

Local and traditional political powerhouses, including women leaders, need to be understood and, where applicable, consulted for the planning and implementation of DDR. They could be powerful allies when the necessity of political will at the local level arises. At a minimum, it is advisable that they are briefed on and sensitized to DDR activities in the area. DDR communication strategies should include political actors and parties as specific target audiences requiring tailored engagement approaches and messages.

Finally, although national DDR institutions should be protected from political interference, it is important to secure buy-in and support for their work from major political parties, e.g., through the establishment of an advisory or consultative mechanism, or through informal meetings, seminars and communications strategies when discussing the creation of national DDR structures.

5.11 Civil society

Civil society organizations (CSOs) constitute a heterogeneous group that includes, inter alia, non-government organizations (NGOs), community-based organizations, religious groups, traditional authorities, workers' associations, women's organizations and human rights groups. CSOs may operate at the national level or be locally based. At both levels, they are key stakeholders in the planning and implementation of DDR processes and should always be consulted through formal and informal mechanisms.

During the planning phase, they provide valuable sources of information and knowledge that enrich and inform international responses, notably regarding the political economy of DDR processes, community-level dynamics and appropriate outreach approaches. As such, their inclusion should be sought as a risk management imperative. During the implementation phase, CSOs can be local partners and service providers. In particular, they can be essential actors in a range of DDR-related interventions, including local mediation/outreach, provision of psychosocial support, provision of jobs, financing of activities, and other protection services. They should also be involved in monitoring and evaluation, as their connections to communities and their understanding of local and national dynamics constitute valuable sources of feedback on DDR processes.

In many instances, CSOs possess significant capacity that should be leveraged. Their knowledge of the context, their access (including in high-risk areas), and their ability to design and implement tailored solutions are assets that many international stakeholders lack. However, in certain situations, international assistance may be necessary to build their capacity in networking, strategic planning, project development,

financial management and communications strategies. Such support is one means through which DDR increases capacities within communities for post-conflict peacebuilding and recovery in the broader sense. An assessment of capacity and needs of CSOs should be included in the preparatory phase of DDR processes.

Women and youth leaders and associations deserve special mention: with the right support and encouragement — both at the national and grassroots levels — they can make significant and unique contributions to all phases of the DDR process, from political negotiation and planning to programme design and implementation.

Finally, in many contexts, DDR practitioners should be aware that CSOs may be polarized along political, religious or ethnic lines, and may represent specific interests. Their legitimacy and representation should be checked, and appropriate due diligence (notably on their affiliations and governance) should be undertaken prior to their formal engagement and participation in DDR processes, including at the planning phase.

5.12 Private sector

Private-sector stakeholders can act as economic experts, donors and investors, employers and supporters for peace – in both the planning and the implementation of post-conflict realities – which in turn builds national capacity. Given their economic, political and social capacities, private-sector entities can act as a link between DDR and long-term development. Likewise, the local private sector possesses immense knowledge about the context-specific reality, and therefore can contribute to the elaboration of appropriate development and DDR strategies. At the local level, partnerships with the private sector can enable the creation of sustainable reintegration and/or CVR opportunities for former members of armed forces and groups and their dependants.

5.13 Media

Like other institutions in conflict-afflicted societies, the capacities, infrastructure and neutrality of the local and national media are often significantly affected and even reduced. Yet the media are crucial for the delivery of messages to armed forces and groups as well as members of the general public regarding reconciliation, peacebuilding and recovery strategies, including the implementation of DDR processes.

A media and communications strategy, including capacity-building, must be deployed early in the DDR planning process to ensure that members of local and national media receive accurate and timely information as the process evolves (see IDDRS 4.60 on Public Information and Strategic Communication in Support of DDR). This strategy must be based on a robust awareness of the various media channels and institutions – their reach, interests and political connections.

In highly sensitive contexts, the media strategy should be linked with the DDR process's risk management approach – whereby media engagement is both a risk (e.g., media amplification of negative stories and messages) and a mitigation measure (e.g., using communication through media to address other risks).

6. International stakeholders

International stakeholders are varied (see Figure 2).

FIGURE 2: INTERNATIONAL STAKEHOLDERS IN DDR



6.1 Member States

Member States often act as guarantors and supporters of political transition processes and may even assume responsibilities as primary international sponsors of particular components of DDR processes (at times as part of security sector reform). When political obstacles are encountered in the DDR process, bilateral partners can use their diplomatic leverage to remove them, and they can deliver direct DDR assistance through their bilateral cooperation and aid agencies, although this should be coordinated with wider DDR processes.

However, Member States' interests and capabilities vary, and may not always be aligned with DDR principles and standards. Their willingness to support DDR processes and their influence on DDR's success should be assessed during the planning phase (see IDDRS 3.10 on Integrated DDR Planning: Processes and Structures). Specific engagement approaches (by and with whom, how and when) should be designed to engage with Member States to secure their buy-in.

6.2 Donors, including international and regional financing institutions or banks

Engagement with donors for DDR processes shall be based on the following imperatives:

- Since donor procedures, rules, constraints and funding cycles vary, the planning phase should identify how different donor sources may fund different parts of the DDR process.
- All potential donors should be engaged from the very beginning of DDR processes.
- To the extent possible, and in line with UN reform and principles of good donor stewardship (OECD 2005), DDR practitioners should engage with donors to receive flexible, multi-year funding.
- Where and when possible, and in addition to bilateral donor support (to individual elements of the DDR process and individual implementing entities), DDR practitioners should explore the possibility of setting up a pooled fund mechanism. Such an instrument can provide flexible funding to address unforeseen needs and enable balanced funding coverage across elements of DDR processes, especially if donor contributions are un-earmarked.

A significant source of donor funding to DDR processes can come from international or regional financing institutions and/or development banks. Although their mandates do not generally allow them to support disarmament or other security-related components of DDR processes, international and regional development banks, in particular, have been involved in the financing and monitoring of a number of DDR processes, notably DDR programmes. They often provide assistance as a component of broader recovery strategies and financing mechanisms. They can offer a number of funding mechanisms, including loans, credits and post-conflict grants, and can manage multi-donor trust funds.

BOX 2: REGIONAL STAKEHOLDERS

Throughout the planning, implementation and monitoring of DDR processes, specific and sustained focus should be directed at Governments and institutions from the region. Understanding regional dynamics and interests that concern DDR processes is an essential part of the assessment phase during the planning process.

Neighbouring countries may have been direct or indirect parties to the conflict for which DDR processes are required, and DDR processes will have an impact on them, notably if and when foreign combatants are repatriated, or when reintegration is happening in border communities. Consultation with regional actors and neighbouring countries in the planning phases of DDR should be conducted (see also IDDRS 5.40 on Cross-Border Population Movements).

Regional and subregional organizations have been important partners in a number of DDR processes at both political and technical levels. Where missions of these organizations are working alongside UN responses in the same country, the respective roles and responsibilities of each must be established through clear mandates.

6.3 International NGOs

Several international NGOs (INGOs) have developed significant experience in managing and implementing various aspects of DDR processes. They are also often engaged in humanitarian and development activities in regions where DDR processes are being established. As such, they constitute a valuable source of expertise throughout the DDR process cycle, from planning to monitoring and evaluation.

To ensure effective collaboration and avoid duplication if INGOs are engaged, coordination mechanisms must be established at the central planning level and in the field. Where possible, these should build upon existing coordination structures and mechanisms, such as those established by the UN Office for the Coordination of Humanitarian Affairs, or, after a UN peacekeeping operation has been established, under the auspices of the Deputy Special Representative of the Secretary-General/Resident Coordinator and Humanitarian Coordinator.

6.4 Private sector

DDR processes often take place in environments where the interests of international commercial enterprises and local armed groups intersect in highly complex ways, notably when conflict has resulted from competition for natural resources or where protracted conflict creates conditions conducive to the development of well-rooted shadow economies (see IDDRS 6.30 on DDR and Natural Resources and IDDRS 6.40 on DDR and Organized Crime).

These nuanced dynamics need to be understood and assessed as part of the planning of DDR processes. The role of international corporations has, in the past, often been interpreted as negative or subversive. Through sustained engagement, however, DDR practitioners can develop highly constructive partnerships with international corporations, which can contribute to DDR processes through direct support to economic development or employment programmes, or by sponsoring information and sensitization campaigns or special initiatives within a DDR process. These partnerships should be based on rigorous due diligence and take into account any potential reputational and corruption risks. (For further information, see section 5.12.)

6.5 Think tanks and research institutions

A number of national and international research centres have made contributions to the development, monitoring and review of past and current DDR processes, and are a valuable external resource in DDR design and implementation. When plans for DDR processes are subjected to a stress test, members from these think tanks should be considered as potential members of the 'red team' for their expert impartial perspectives. They can also be included as part of independent evaluation teams for DDR processes.

Annex A: Abbreviations

CSO	civil society organization
CVR	community violence reduction
INGO	international non-governmental organization
NGO	non-governmental organization

NOTE

Each IDDRS module is current with effect from the date shown on this page. As the IDDRS is periodically reviewed, users should consult the UN DDR Resource Centre web site for updates: <http://www.unddr.org>.

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