

4.60 Public Information and Strategic Communication in Support of DDR

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NOTE

Each IDDRS module is current with effect from the date shown on the cover 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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4.60 Public Information and Strategic Communication in Support of DDR

Summary

Public information (PI) plays a crucial support function in the disarmament, demobilization and reintegration (DDR) process. Once the political framework for DDR is in place after parties agree to demobilize and have signed a ceasefire and a peace accord, planning for DDR operations begins. The conceptualization and preparations for the DDR PI campaign should start at the same time as the planning for the DDR programme.

PI is important because it both ensures that DDR beneficiaries are made fully aware of what the DDR process involves and encourages individuals to participate in the programme. It also serves the vital purpose of making the communities, to which DDR beneficiaries are to return, understand how the DDR programme will involve them in the reintegration of ex-combatants. The basic rule for an effective PI strategy is to have clear overall objectives based on a careful assessment of the situation in which DDR is to take place. It is the responsibility of DDR planners to define these objectives in good time, in consultation with their local PI counterparts, so that the machinery of PI can be established at the same time as other DDR planning.

PI should link to all the other DDR components as part of a multisectoral strategy for peace-building. It will make an important contribution towards creating a climate of peace and security, provided that the process of identifying the many different groups at which it is directed, the best local methods of communication and other necessary elements for the successful roll-out of a PI campaign are correctly put in place. It is essential that PI materials are pre-tested on a local audience and that the PI campaign is then closely monitored and evaluated.

It is important to note, however, that PI activities are just one component of the overall process and cannot compensate for a faulty DDR framework or on its own convince people that it is safe to enter the programme. If combatants are not willing to disarm, for whatever reason, PI alone will not persuade them to do so.

1. Modules scope and objectives

The objective of this module is to present the range of target groups, materials and means of communication that DDR planners must choose from to formulate a specifically designed PI strategy in support of DDR, and includes pointers for planning, designing, implementing and monitoring such a strategy.

2. Terms, definitions and abbreviations

Annex A contains a list of terms, definitions and 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’ and ‘may’ 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 standards and guidelines:

- “a) ‘shall’ is used to indicated 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.”

3. Introduction

DDR is an activity that requires the mobilization of multiple actors, from the government or legitimate authority and other signatories to the peace agreement, to ex-combatants and others associated with armed forces and groups, their dependants and receiving communities. Attitudes towards DDR may vary among groups: potential spoilers, such as those left out of the peace agreement or former commanders, may wish to sabotage DDR, while others, such as the internally displaced, will want it to take place urgently. These differing attitudes will at least partly be determined by individual levels of knowledge of the peace process, as well as people’s personal expectations. In order to bring the many different stakeholders in a post-conflict country (and region) together in support of the DDR process, it is essential to ensure both that they are aware of how DDR is meant to take place, and that they do not have false expectations about what it can do for them. Changing and managing attitudes and behaviour through information distribution and strategic communication are therefore essential parts of implementing DDR.

PI carries out a vital support function in the DDR process. Once the political framework for DDR is in place — i.e., once the parties agree to demobilize and have signed a ceasefire and a peace accord — planning for DDR operations begins. The conceptualization and preparations for the DDR PI campaign should start at the same time as planning for the DDR programme. The basic rule for an effective PI strategy is to have clear overall objectives. It is the responsibility of DDR planners to define what these are for their PI counterparts on the ground, who can be drawn from civil society organizations with existing experience in community sensitization. PI, as a component in a multisectoral strategy for peace-building, will contribute towards creating a climate of peace and security. It is important to note, however, that PI activities cannot compensate for a faulty DDR framework, or on their own convince people that it is safe to enter the programme. If combatants are not willing to disarm, for whatever reason, PI alone will not persuade them to do so.

DDR in post-conflict contexts is usually one component of a wider programme of activities in support of peace, which may also include justice and reconciliation, and the reintegration of internally displaced persons and returnees. PI can play an important role in bringing these different processes together, by encouraging a holistic (i.e., all-embracing) view of the challenges of rebuilding a nation. It is also a major tool in advocacy for best practices in HIV/AIDS prevention and gender awareness, both of which form part of DDR (also see IDDRS 2.10 on the UN Approach to DDR, IDDRS 5.10 on Women, Gender and DDR and IDDRS 5.60 on HIV/AIDS and DDR).

While PI officers have overall responsibility for designing and implementing a PI campaign in support of DDR, it is essential that other key actors in the DDR process play active roles. The leadership of the peacekeeping mission (the Special Representative of the

Secretary-General [SRSG], Deputy SRSG and force commander), as well as DDR experts from the various United Nations (UN) agencies, must be available to participate in PI activities such as press conferences and interviews with UN, local and international media. Other components of the mission, the military in particular, can play a vital role in ensuring the widest possible distribution of printed PI materials. It is also important to involve influential local actors in PI activities, in order to encourage people to support the DDR programme.

It must always be kept in mind that PI and strategic communications are aimed at a much wider audience than those people who are directly involved in or affected by the DDR process within a particular country. Together, these strategies can play an essential role in building regional and international political support for the UN's DDR efforts and can help mobilize funding that is crucial for the success of reintegration programmes. PI staff in both the peacekeeping mission and UN agencies should therefore be actively involved in preparations for any pledging conferences (also see IDDRS 2.10 on the UN Approach to DDR, IDDRS 2.30 on Participants, Beneficiaries and Partners and IDDRS 5.40 on Cross-border Population Movements).

4. Objectives of PI in support of DDR

PI is a key support tool for DDR processes, and is used both to inform DDR beneficiaries and receiving communities of the process, and to influence attitudes towards it. If successful, PI strategies will secure buy-in to the DDR process by outlining what the programme consists of as well as contributing to changing attitudes and behaviour.

On the assumption that the government or the legitimate authority is supportive and cooperative, specific objectives may include the following:

Pre-DDR:

- former factions, including commanders, endorse the DDR process;
- the civilian population, particularly those in the receiving communities, and including civil society representatives and local government institutions, are aware of and endorse the process;
- local and international donors are informed about how to contribute to the DDR programme.

During disarmament and demobilization:

- DDR participants have realistic expectations and know what is expected of them;
- women ex-combatants and other women associated with armed groups and forces in non-combat roles are correctly informed about DDR and any special programmes for them;
- child-friendly information is provided for children associated with armed groups and forces and their caregivers;
- foreign fighters and cross-border communities are correctly informed about any repatriation activities associated with DDR;
- communities in areas surrounding disarmament and demobilization (DD) locations are aware of the purpose and activities in the process and have realistic expectations;
- the right attitudes are developed for community disarmament and longer-term arms management to take place.

If successful, PI strategies will secure buy-in to the DDR process by outlining what the programme consists of as well as contributing to changing attitudes and behaviour.

During reintegration:

- communities accept the DDR participants and have reasonable expectations of what reintegration will bring;
- victims of sexual violence and/or HIV/AIDS are not stigmatized;
- connections are made with ongoing security sector reform, including arms control and police and judicial reform.

(Also see IDDRS 4.10 on Disarmament and IDDRS 5.10–5.70, all of which contain detailed information about PI.)

◀▶ 4.10 ■ ▶▶ 5.10–5.70

5. Guiding principles

The following list offers the guiding principles for a public information strategy:

- *Flexibility:* PI strategies must be responsive to new political and/or social developments;
- *Integrity:* The key to managing expectations is being clear, realistic, honest and consistent about what DDR can and cannot deliver;
- *Cultural sensitivity/appropriateness:* Cultural factors must be considered when drawing up a PI strategy in order to increase its effectiveness, including levels of trust in different types of media;
- *Participatory:* The focus of PI should be on the national participants in the DDR process, i.e., ex-combatants and dependants, receiving communities, parties to the peace agreement, civil society, local and national authorities, and the media;
- *Gender equality and women's participation:* PI messages should take into consideration the needs and interests of women and girls, who play a central role in peace-building at the community level. In resource-poor areas where female literacy levels are low and women's access to radios may be limited because of poverty, specific attention should be paid to developing female-friendly information strategies;
- *National ownership:* PI messages, materials and means of communication that attempt to influence attitudes towards DDR should be drawn up by the people who know the target audience the best, i.e., the locals themselves;
- *Capacity-building:* Reliable, honest PI is essential to long-term peace-building, and efforts should be made to leave behind a legacy of good practice once the DDR-specific PI campaign is over, by working with civil society actors to draw up and implement the PI campaign.

6. Primary audiences

These are the main stakeholders in the DDR process:

- *The political leadership*, which usually includes the signatories of ceasefires and peace accords. They may or may not represent the military branches of their organizations;
- *The military leadership of armed groups or the government army:* In many countries, it is the armed branch of a movement that takes precedence over the civilian, political branch (they can also be considered a secondary target group, as they could motivate their subordinates to participate in the DDR process);

- *Rank-and-file of armed groups/forces*: Although these, too, belong to the (former) warring factions, it is important to make the distinction between leadership and rank-and-file, because their motivations and interests may differ;
- *Women associated with armed groups and forces in non-combat roles*, for whose information needs it is particularly important to cater, especially those who have been abducted. Communities, especially women's groups, should also be informed about how to further assist women who manage to leave an armed force or group of their own accord;
- *Children associated with armed groups and forces* need child-friendly information to help reassure and remove any of them who are illegally held by an armed group or force. Communities should also be informed on how to assist children who manage to escape;
- *Receiving communities*: Enabling the smooth reintegration of DDR participants into their communities is vital to the success of DDR.

7. Secondary audiences

These groups influence the post-conflict environment, and DDR in particular:

- *Civil society* comprises women's groups, local associations, religious organizations, non-governmental organizations (NGOs) and business groups, and is a primary partner in the DDR process. It can help encourage buy-in, assist women and children associated with armed groups and forces who may not know how to take part in the DDR process, and identify and support reintegration opportunities;
- *International and local media* are the main sources of information on progress in the peace process. Keeping the media supplied with accurate and up-to-date information on the implementation of DDR is important in order to increase support for the process and avoid bad press. The media are also key whistleblowers who can identify, expose and denounce potential spoilers of the peace process;
- *Regional stakeholders*: These include governments, regional organizations, military and political parties of neighbouring countries, civil society in neighbouring States, businesses and potential spoilers;
- *The international community*: This includes donors, their constituencies (including diasporas who can influence the direction of DDR), troop-contributing countries, the UN system, international financial institutions, NGOs, think-tanks, etc.

The intended audiences will vary according to the phase in the process and, crucially, the changes in people's attitudes that DDR planners want to bring about. For example, following the signature of a peace agreement, an important objective will be to remove or prevent mistrust and achieve buy-in to the process. The key actors in ensuring that the peace agreement stays on course are the former belligerents. A tactic to gain their buy-in could be to hold interviews with the signatories on local and international radio stations and in newspapers, during which they publicly support and endorse the agreement. This will help to create a climate of confidence among the signatories.

8. PI tools

This section outlines the various media that can be used in PI strategies, and illustrates the advantages and disadvantages associated with each.

The PI office of most large-scale UN peacekeeping operations usually includes the following components: a spokesperson's office, a radio unit, a TV unit, a print and publications unit, and community outreach officers.

The spokesperson's office, working closely with local advisers, the peacekeeping mission's leadership and DDR experts, including those from partnership agencies, designs and creates messages about the DDR process. These messages are not only aimed at distributing information to DDR participants and the general population, but are also intended to apply pressure on potential spoilers and to gain the support of both the international and the local donor communities. They can be delivered in press conferences (including background briefings), through media interviews or in press releases and further distributed using the tools described below.

8.1. Radio

When compared with other media, the advantage of radio is that it often reaches the largest number of people, particularly in developing countries, because it is less dependent on infrastructural development or the technological sophistication and wealth of the listener, and reaches illiterate people. It should not be assumed, however, that women (and children) have the same access to radio as men, especially in rural areas, since they may not have enough resources to buy either the radio or batteries. It is vital to schedule radio broadcasts at the most appropriate time of day for listeners and to get broadcasts out as frequently as possible.

Radio can be broadcast on either FM or short-wave frequencies. While FM radio is usually available in a limited radius around urban areas, short-wave radio can be picked up anywhere. However, short-wave transmitters are expensive, bulky and need a specialized technician for maintenance. When choosing whether to use short wave, its comparative advantages/disadvantages need to be weighed against those of other tools.

To ensure access to radio broadcasts, especially among the most marginalized members of society, portable wind-up short-wave/FM radios may be distributed to increase the effectiveness of radio programmes about DDR. A choice can be made between wind-up radios that can receive many stations and those that are pre-set to a particular frequency. The pre-set type can be chosen if DDR programmes are broadcast on only one radio station. Wind-up radios are available in 'child-friendly' models suitable for child-headed households, and their distribution is also a good way to ensure women's access to broadcasts.¹

8.1.1. UN radio stations

Many peacekeeping missions establish their own 'UN Radio' stations with broadcast capabilities and their own frequencies. These stations are managed by UN international professionals and staffed mostly by local journalists recruited to work for the UN. Through UN radios, the UN system has a way of transmitting messages and stimulating national debate on key transition-related issues. The advantage of such stations is that they provide a peacekeeping mission with the ability to put out its message 24 hours a day, 7 days a week. The challenge is to build up an audience where none previously existed.

8.1.2. Partnership stations run by a UN peacekeeping mission and an NGO

Radio Okapi in the Democratic Republic of the Congo (DRC) is a noteworthy example of such a collaboratively developed station. Radio Okapi was established by the UN Mission

in DRC, MONUC, and the Fondation Hironnelle. While Radio Okapi cooperates closely with MONUC, it retains full control over its editorial policy. This has enabled the station to gain the confidence of the Congolese population and is an excellent example of local capacity-building.

8.1.3. Non-UN local and international radio stations

Specific programming on DDR can be designed and broadcast, both on UN radio stations and on non-UN public and private radio stations. To set up broadcasting on non-UN stations, memoranda of understanding need to be signed between the peacekeeping operation or the national commission on DDR (NCDDR) and the radio stations. The advantage of this approach is that DDR programmes will reach more people, because these stations already have an established audience. Note that care must be taken in selecting the radio station; in some cases, it may have positions or views that are not in keeping with UN principles and objectives.

8.1.4. Mobile radio stations

DDR messages directed at specific geographical areas for a limited period of time can be broadcast using mobile FM radio stations. This may be useful, for example, in the run-up to and during the operations of a demobilization site. Such radios can both prepare communities and inform and sensitize the beneficiaries of the DDR process.

8.1.5. Basic components of a DDR radio programme

A DDR radio programme should include the following components:

- basic information on the procedure for DDR, especially eligibility, entitlements, dates and locations for assembly;
- updates on the DDR process, e.g., the opening of demobilization sites and inauguration of reintegration projects;
- debates on issues such as reconciliation, justice and developments in the peace process, possibly including interviews;
- information on the rule of law and judicial process that DDR participants will be subject to;
- messages targeting women and girls to encourage their participation in the process;
- messages on the rights of children associated with armed groups and forces and consequences for enlisting or holding them;
- messages to and from separated family members.

RADIO: TARGET AUDIENCES	
UN radio stations	DDR participants and beneficiaries; former belligerents; national institutions; locally based donors; local civil society; the UN system; international and local NGOs. On short wave, can reach diaspora; rural communities in-country; international community
Local radio stations	DDR participants and beneficiaries; former belligerents; national institutions; locally based donors; local civil society; international and local NGOs. On short wave, can reach the diaspora and rural communities in-country
International radio stations	All of the above, as well as regional stakeholders; constituencies of donor countries

8.2. Print media: Leaflets, pamphlets, posters/cartoons, newsletters and magazines

Although the effectiveness of these media will be limited by the literacy of the intended audience, their main advantages are their durability and the level of detail that printed information can contain. Written PI products can be passed on from person to person, and should, if clearly written, allow the reader to understand the contents easily. Graphic material such as cartoons or posters will have a wider impact by covering audiences of varying levels of literacy and age, although the scope of messages passed on may be more limited. The impact of print media will be limited to the particular geographical area where they are distributed.

Articles may be written and published in the local newspapers, as well as the international press. While locally published articles will be read by local stakeholders, articles in the international press may be read by other key actors in the peace process, such as donors, influential Security Council members and regional actors.

PRINT MEDIA: TARGET AUDIENCES	
Pamphlets/leaflets	Literate members of local civil society; locally based donors
Cartoons	Literate and illiterate members of civil society; especially good for children
Posters	All local actors

8.3. Visual media: TV and video

Because TV can reach illiterate audiences and is more dynamic as a medium than radio, this form of medium is the most effective. In countries where TV is the most popular way of distributing information, it is essential that the mission makes use of TV, even in a limited way. Some peacekeeping missions have established their own UN TV stations with their own broadcasting frequency, while others have made arrangements to broadcast their programmes on existing public or private stations. Again, scheduling and frequency of broadcasts must be carefully planned to respond to the needs of the widest possible audience.

In countries where TV is inaccessible to the majority of the population, including ex-combatants and people living in rural receiving communities, video products, in the form of video-cassettes, films or DVDs, can play an important role in getting out DDR messages. It is important to remember that showing films and documentaries needs basic technical requirements, i.e., electricity, a projector and sound system. Video-cassettes and DVDs also need specialized equipment and a power source. In most developing countries, electricity is a scarce commodity, making it necessary for generators to be procured. This is a costly and cumbersome undertaking, especially if sensitization is to take place in remote areas. Nonetheless, mobile cinema units (MCUs) have been in use in development projects for a number of years, and can be used in DDR education.² It is important to remember, however, that in some contexts, potential viewers may be banned or prevented from watching films and videos; cultural restrictions may mean that women, in particular, cannot watch films in public. In such cases, it may be possible to negotiate a women-only screening.

VISUAL MEDIA: TARGET AUDIENCES	
Films, documentaries, stories	Local civil society; children, youth and adults, although not necessarily in mixed-age and mixed-sex groups



8.4. Interactive mechanisms: Theatre, seminars, debates

Although their main impact may be only on their direct audience, oral forms of communication have the advantage of involving the audience much more because they are more interactive. Presenting ideas and concepts figuratively, especially if based on local folklore, culture and humour, involves the audience far more than using other, more remote forms of media, especially in communities with a strong oral culture.

SPOKEN WORD: TARGET AUDIENCES

Theatre/role-playing/community art workshops/exhibitions	Children, youth and adults, both literate and illiterate
Seminars	Educated opinion leaders
Debates	Children, youth and adults, both literate and illiterate

8.5. The Internet

In most countries where the UN has a mandate to carry out DDR, it is unlikely that many of its citizens, especially ex-combatants and rural villagers, have Internet access. However, the Internet is a very good way to project your messages to the wider international audience, particularly the donor community, troop-contributing countries and international media. All PI products can be posted on the Web, including print materials, digital video clips, and live or recorded radio programming.

9. PI strategies and approaches: Planning

When designing a PI strategy, planners will have to take six key factors into account:

- What stage is the DDR process at?
- Who are the primary and intermediary target audiences?
- What behavioural/attitude change is the programme trying to bring about?
- What are the tools best suited to achieve this change (taking into account literacy rates, the presence of different media, etc.)?
- What other organizations are involved, and what are their PI strategies?
- How can the PI strategy be monitored?

An example of a planning tool based on the above can be found in Annex B of this module.

In order to design the DDR PI effort to fit local needs, it is important to understand the social, political and cultural context and to identify factors that shape attitudes.

9.1. Understanding the local context

In order to design the DDR PI effort to fit local needs, it is important to understand the social, political and cultural context and to identify factors that shape attitudes. It will then be possible to define behavioural objectives and design messages to bring about the

social change that is required. Information-gathering during the planning stage should aim to collect the following information (the list is not complete) to aid planners in determining the local context:

- the role of women, men and children in society;
- media mapping, including geographic reach, political slant and the cost of different media;
- the key communicators in the society (academics and intelligentsia, politicians, religious leaders, commanders, etc.);
- traditional methods of communication;
- cultural perceptions of the disabled, rape survivors, extra-marital childbirth, etc.;
- literacy rates;
- the attitudes of community members towards ex-combatants.

Partners in the process also need to be identified. Particular emphasis, especially in the case of information directed at the receiving communities and DDR participants, should be placed on selecting local theatre troops and animators who can explain concepts such as DDR, reconciliation and acceptance using figurative language. Others, such as traditional village leaders, who usually command the respect of communities, must also be brought into PI efforts, and may be used to distribute DDR messages. Planners should ensure that partners are able and willing to speak to all DDR beneficiaries, and also to community members, including women, children, disabled people and those living with HIV/AIDS.

9.2. Coordination mechanisms

The PI strategy should be created through a collaborative effort between the DDR and PI components of the mission, with the participation of national counterparts (e.g., the NCDDR).

Usually, DDR and PI sections are separate entities in peacekeeping missions. However, because the PI requirements for DDR are extensive and specific, it is useful to second PI officer(s) to DDR sections, in order to ensure close and consistent coordination between PI sections and the DDR managers (both UN and national). This will ensure that PI activities support and assist with other DDR activities.

Where integration between the two mission components is not possible, it is important to establish working coordination mechanisms, such as weekly meetings or email groups. Note that the work of PI officers goes beyond DDR to cover the PI needs of the peacekeeping mission as a whole; as a result, they may not have sufficient time to meet all DDR needs. In order to help PI officers organize their work, DDR planners must be clear from the start of their requirements and schedule of activities.

The PI strategy should be created through a collaborative effort between the DDR and PI components of the mission, with the participation of national counterparts

9.3. Scheduling PI material

At the same time as a PI strategy is being prepared, other PI resources can be activated. Ready-made PI material on peacekeeping and the UN's role, prepared by the Department of Public Information, can be distributed. Note that most DDR-specific material will be created for the particular country where the DDR operation will take place. Production of PI material is a lengthy process. The time needed to design and produce printed sensitization tools, and to set up radios, should be taken into account when planning the schedule for PI activities. Certain PI tools may take less time to produce, such as: basic pamphlets; DDR radio programmes for broadcasting on non-UN radios; interviews on local and international media; and debates, seminars and public theatre. As detailed below, pre-testing of PI materials must also be included in operational schedules.

In addition to the considerations above, the strategy should have a coherent schedule, bearing in mind that while some PI activities will continue throughout the DDR process, others will take place at specific times, or during specific phases of the DDR process.

9.4. Monitoring and evaluation

From the start, it is important to identify measurable indicators (the pieces of information that will show whether objectives are being met) as well as how this information will be gathered (sources and techniques) in order to monitor and evaluate the impact of the PI strategy. Any aspects of the PI campaign that do not have the effect they are designed to achieve will have to be adapted.

Indicators may include:

- the levels of violence in receiving communities;
- the number, sex, age and location (i.e., rural or urban) of people listening to DDR radio programmes;
- the number of DDR beneficiaries participating in the programme;
- a reduction in the number of incidents at DD cantonment sites where beneficiaries previously misunderstood eligibility criteria and entitlement packages;
- the extent of the involvement of the local civilian population in reintegration programmes.

This information can be gathered through surveys and interviews carried out throughout the implementation of the DDR programme, and also from the activity reports of other organizations, media reports, staff at the DD cantonments, local civil society actors in the communities, etc. Findings should be used to guide and shape ongoing activities.

9.5. Dealing with 'hate media'

In the volatile post-conflict context, those who profited from war, or those who consider that their political objectives have not been met, may not wish to see the peace process succeed. They may have access to radios or distribute pamphlets and tracts spreading 'hate' messages undermining the UN or some of the former warring factions.

Several approaches can be taken to counteract 'hate media'. The legal framework in the country regulating the media can be reviewed, and laws put in place to prevent the distribution of messages inciting hate. If this approach is used, care must be taken to ensure that civil and political rights are not affected. An alternative would be to denounce the hate messages through other media. Those distributing the hate messages, depending on their background, may be legitimately involved in the peace process. If this is the case, they may be approached and perhaps it will be possible to negotiate an end to their spoiling action.



Clown performs during DDR sensitization in Ganta, Liberia, February, 2004. Photo: M. Novicki, UNMIL

10. PI strategies and approaches: Implementation

10.1. Pre-testing materials

To ensure the appropriateness of messages, materials and media to the local context, it is essential that materials are pre-tested on a local audience so that they can be modified where necessary before they are implemented. Methods of pre-testing may be through questionnaires, seminars with target groups, round tables or group discussions.

Points to consider are as follows:

- Are the images, illustrations, messages and/or footage clearly and correctly understood?
- Do the people on which the material was pre-tested have any suggestions for changes?
- How do these people relate to the messages and materials?
- Are the messages convincing?
- Will the messages and materials reach all the different target groups?

10.2. Changing circumstances

DDR takes place in a fluid environment. Progress may be undermined by new developments; setbacks and pauses in the process may occur. PI will be required to adapt its strategy accordingly.

Media monitoring is a fundamental way of keeping track of the way in which the

DDR process is developing. The local and international media may purposefully or unintentionally misinform listeners or readers about progress or setbacks in the peace process. Counteracting this as soon as possible is essential to prevent further damage and put matters to right.

DDR takes place in a fluid environment. Progress may be undermined by new developments; setbacks and pauses in the process may occur. PI will be required to adapt its strategy accordingly.

10.3. Resource requirements

If possible, budgetary requirements should be defined in advance of the DDR PI strategy. Getting PI activities up and running is a costly and lengthy process, involving procurement and/or production of PI material. The proposed budget must make provisions for unexpected expenses, as these occur frequently in volatile post-conflict situations.

10.4. Personnel requirements

Ideally, PI staff will be attached to the DDR coordinating body, either within the UN or within an NCDDR. Radio producers and staff familiar with public relations and handling the media are vital to the success of any programme (also see IDDRS 3.42 on Personnel and Staffing).

3.42 ◀▶

Annex A: Abbreviations

DD	disarmament and demobilization
DDR	disarmament, demobilization and reintegration
DRC	Democratic Republic of the Congo
IDDRS	integrated disarmament, demobilization and reintegration standard/ standards
MCU	mobile cinema unit
MONUC	Mission de l'Organisation des Nations Unies au Congo
NCDDR	national commission on DDR
NGO	non-governmental organization
PI	public information
SRSG	Special Representative of the Secretary-General
UN	United Nations

Annex B: Public information strategy planning tool

AUDIENCE	BEHAVIOURAL OBJECTIVES	TACTICS AND TOOLS	MESSAGES	MONITORING RESULTS
E.g.: <ul style="list-style-type: none"> ■ Combatant leadership 	E.g.: <ul style="list-style-type: none"> ■ Commit to the process ■ Participate fully in DDR ■ Motivate subordinates to participate in DDR 	E.g.: <ul style="list-style-type: none"> ■ Publicize decisions/statements/ceremonies marking the leadership's commitment to DDR ■ Give them or help them to get access to the media ■ Organize seminars and debates 	E.g.: <ul style="list-style-type: none"> ■ Explain the DDR process, especially the benefits ■ Explain the rights and responsibilities of DDR beneficiaries 	E.g. <ul style="list-style-type: none"> ■ Increase/decrease in disagreement/dissent within the armed group ■ Find out whether orders have been passed on

Endnotes

- 1 For more information, see <http://www.freeplayfoundation.org/>.
- 2 An MCU consists of a video projector, a screen, a clear sound system and a generator. The system is designed to pack easily into a pick-up truck and to travel in dusty conditions. Two technicians are usually required to set up and show the film, and they usually lead discussions afterwards. In some countries emerging from conflict, e.g., Sierra Leone, former combatants have set up MCU microprojects in the reintegration period.